ED 016 901 AC 001 917

SURVEY OF MANAGEMENT TRAINING NEEDS AND FACILITIES IN SOME AFRICAN COUNTRIES 1964. MANAGEMENT DEVELOPMENT SERIES, 4.
INTERNATIONAL LABOUR OFFICE, GENEVA (SWITZERLAND)

PUB DATE 65

EDRS PRICE MF-$0.50 HC-$3.32 81P.

DESCRIPTORS- *MANAGEMENT DEVELOPMENT, *INDUSTRY, *EDUCATIONAL NEEDS, *FACILITY INVENTORY, *DEVELOPING NATIONS, FACILITIES, MARKETING, SUPERVISORY TRAINING, MANAGERIAL OCCUPATIONS, EMPLOYMENT STATISTICS, BUSINESS, RESEARCH, AFRICA, INTERNATIONAL LABOUR OFFICE,

THIS IS THE INTERNATIONAL LABOUR OFFICE REPORT OF THE INVESTIGATION OF MANAGEMENT TRAINING NEEDS AND FACILITIES IN AFRICA. THE DISCUSSION OF NEEDS AND PROBLEMS REPRESENTS A CONSENSUS OF THE MOST INFORMED OPINION AVAILABLE TO THE INDUSTRIALIST WHO WAS ENGAGED AS EXPERT AND SPENT UP TO FOUR WEEKS IN EACH OF 13 COUNTRIES--ETHIOPIA, UGANDA, MALAWI, CAMEROON, NIGER, IVORY COAST, SENEGAL, TANZANIA, ZAMBIA, CONGO, NIGERIA, GHANA, AND SIERRA LEONE--IN 1963 AND 1964. PRACTICALLY ALL THE BIGGER UNDERTAKINGS IN AFRICA WERE STILL EFFECTIVELY MANAGED BY EXPATRIATE STAFF TRAINED IN EUROPEAN OR AMERICAN MANAGEMENT METHODS AT A SOPHISTICATED LEVEL. IN ORDER TO PUT AFRICANS INTO MANAGEMENT POSITIONS, THERE WOULD HAVE TO BE A MASSIVE TRAINING EFFORT ACROSS THE CONTINENT, EMPLOYING THE MOST ADVANCED TECHNIQUES OF ACCELERATED INSTRUCTION AND DEVELOPMENT. PART I GIVES A BRIEF OVERVIEW OF AFRICA AND SOME GENERALIZATIONS CONCERNING THE NEEDS OF THE SMALL ENTREPRENEUR, THE SUPERVISOR, MIDDLE MANAGEMENT, AND SENIOR MANAGEMENT. PART II PRESENTS THE DATA FOR EACH COUNTRY INCLUDING A TABLE INDICATING NUMBER IN EMPLOYMENT BY PUBLIC SECTOR AND BY VARIOUS TYPES OF INDUSTRY IN THE PRIVATE SECTOR, A LIST OF MANAGEMENT TRAINING FACILITIES WITH BRIEF ANNOTATIONS OF THEIR OFFERINGS, AND A COMMENTARY ON THE MANAGEMENT TRAINING REQUIREMENTS AND FACTORS AFFECTING THEM. AN APPENDIX CONTAINS A LIST OF THE PRINCIPLE PERSONS SEEN IN EACH COUNTRY DURING THE MISSION. (RT)

ED016901

INTERNATIONAL LABOUR OFFICE

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Management Development Branch
Human Resources Departement

GENEVA

1965

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FOREWORD

Extract from the Conclusions of a Technical Meeting of
Directors of Management Development and Productivity
Centres and associated I.L.O. Chiefs of Project
Geneva, 23 November to 4 December 1964

1. No one class of people has more influence on the development of the economic and social life of a nation and the raising of its standard of living than its managers, whether in industry or commerce, in the public sector or the private, in public administration or managing their own small enterprises. They have control over the utilisation of the major part of the nation's wealth including most of its assets in foreign exchange. On their knowledge of their jobs and the efficiency with which they perform them depends the productivity of the material and human resources of the country. They are directly responsible for a large part of the happiness and well-being of those, numbering from hundreds of thousands in some countries to many millions in others, who work under their direct control, and for that of millions more who are affected by the results of their activities.

2. It is therefore important that all those carrying out managerial functions, whatever their formal titles, should be well trained in their profession and conscious of their wide responsibilities. It is relatively easy to create enterprises; much more difficult to develop the men to manage them effectively. It is incumbent on governments to ensure that adequate facilities for the development and training of managers at all levels and of specialists in management techniques should be set up in their respective countries and should receive ample and continuing support. The Meeting drew the attention of governments, employers' organisations and all those in a position to influence decisions on the establishment or extension of such facilities that investment in management development and training can offer returns out of all proportion to the relatively modest sums invested.

PART I

MANAGEMENT DEVELOPMENT AND TRAINING IN AFRICA - NEEDS AND PROBLEMS

INTRODUCTION

Origin of the Mission

In the course of the Second Session of the I.L.O. Consultative Commission for Africa, held at Tananarive in April 1962 a discussion took place on methods and principles of wage determination in different African countries. The Commission examined, in particular, a report prepared by the I.L.O. whose principal theme suggested that "rapid economic development in all sectors is the principal means of achieving substantial increases in wages". In discussion it was generally agreed that if wage increases were not to limit expansion of employment and production they must as far as possible be accompanied by an increase in productivity.[1]

On this point it was recognised that, in order to achieve a general increase in productivity, it was not enough to raise the output of workers, but that it was equally necessary to achieve improvement in the productivity of all the other factors of production.

In particular, concerning the needs of management and the ultimate improvement of its productivity, the Commission requested the I.L.O. to undertake an inquiry into these needs and the subject of management training. This inquiry would constitute the first step towards wider action in this field.

Provision was made in the regular budget of I.L.O. in 1964 to enable an inquiry to be carried out in the principal African countries interested and the project was entrusted to Mr. Alan Stewart, industrialist and former Head of the Information and Research Department of the British Institute of Management.

Countries Visited

Between November 1963 and November 1964 two major tours were made in Africa and the following countries visited by the expert:

Ethiopia
Uganda
Malawi
Cameroon
Niger
Ivory Coast
Senegal
Tanzania
Zambia
Congo (Leopoldville)
Nigeria (Federal, Northern and Western Regions)
Ghana
Sierra Leone

From one to four weeks were spent in each country and discussions were held with ministers, senior government and United Nations officials, university, technical college and training centre teachers and students, employers' associations, senior managers in industry and commerce, mines and plantations, chambers of commerce and management institute officials. Visits were paid to factories, offices, public undertakings, mines and plantations and to many teaching institutions interested in management training.

In each country attempts were made to establish what management training facilities were available, if any, both publicly and within companies, and to identify areas where the need for improved training facilities were greatest.

The report which follows owes much to the invaluable contributions freely given by informants in each country and to the admirable programmes of visits arranged.

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[1] I.L.O. Report of the African Advisory Committee Second Session, Tananarive, 3-13 April 1962 (Ref. AF. A.C./II/7), page 39, paragraph 102(d).

Since even the most skilled and conscientious research worker cannot be expected to discover all the facts relating to such a vast area and wide range of conditions by direct experience in six months, many of the statements made in this report must be treated as what they are - the concensus of the most informed opinion available. The very large number of persons with whom discussions were held in an attempt to arrive at a truthful and balanced view of the situation may be seen from the Appendices. The greatest care has been taken to check the accuracy of all information, but some generalisations are necessarily more closely applicable to some countries or regions than to others.

There can be no doubt that the importance of sound management training as a vital contribution to the economic growth and productivity of developing countries is being increasingly recognised throughout tropical Africa. Too often, however, the means are lacking. The purpose of the mission was to identify training needs and existing facilities. It is for others to determine how best those needs may be met in the special circumstances of each country.

DEVELOPING AFRICA

The stage of development currently attained in any newly independent country is a function of many factors: climate, geographical location, communications, population, availability of natural resources, educational level reached, the policy of the former colonial power, political stability, tribal influences, nationalist sentiment and many others. The resulting spectrum of achievement in Africa is very wide, ranging in the sample of countries visited from Niger, with very little manufacturing activity, vast areas of arid desert and a population density of only five inhabitants per square mile, to Nigeria now a rapidly developing centre of attraction for overseas investment, well endowed with natural resources and with a population density approaching 100 per square mile.

In all these countries, however, there is still one common factor. Practically all the bigger undertakings are still effectively managed by expatriate staff trained in European or American management methods at a sophisticated level. This is largely so whether the undertaking is state-owned or in the private or semi-public sectors. There are, of course, noteworthy exceptions such as the Nigerian Ports Authority and the state enterprises multiplying rapidly in Ghana where African management predominates. At the other end of the scale it may be noted that in Ivory Coast about 97 per cent. of all senior management posts in the private sector are still held by expatriates.

Pressure to achieve the "Africanisation" (an unpopular term now being replaced in some countries by "promotion" or "localisation") of management positions varies greatly both within and between countries. It is frequently found at its strongest within the great expatriate companies of English-speaking Africa which have developed intensive in-company management training schemes to this end. Pressure from the government in this sense also varies widely depending largely on political influences, but such pressure is bound to rise with improving educational standards. All this increasingly calls for a massive deployment of management training effort across the continent employing the most advanced techniques of accelerated instruction and development. In a few countries, and notably Nigeria, the facilities available for approaching an adequate level in quantity and quality; in others such as Malawi and Zambia they are almost non-existent outside the in-company training schemes of a few larger undertakings. An account of current training facilities available is given country by country below. For some countries these lists are doubtless incomplete since time did not permit of visits to all major centres.

The immensity of the task of introducing adequate management training provision into Africa is partly a factor of the size of the continent. To appreciate this it must be realised that one could put into the 11,699,000 square miles of Africa the continent of Europe, excluding Russia, the United States of America, the sub-continent of India and Ceylon, Japan, New Zealand and still have a lot of space left over. The distances are vast: from Dante in Somalia to Dakar in Senegal is about 5,000 miles, from Bizerta to Cape Town about 5,700 miles. Congo (Leopoldville) alone is over 150 times the size of Belgium and Tanzania, seven times the size of England. There are, of course, small countries too: Malawi is a little smaller than England and Ghana about the size of the United Kingdom.

In discussing the needs of Africa in any field of activity one is constantly tempted to refer to "Africa" and to "the African" as if these were homogeneous terms and not simply the titles of a vast land mass and of those who inhabit it. The indications of size referred to above must induce caution in references to "Africa", while "the African" is as various as the Turkish peasant, and the Scottish crofter, the Spanish muleteer and the Swedish farmer, and, like them he talks, thinks, eats and behaves as variously. But the use of these terms is difficult to avoid and they will appear frequently in this report.

Africa is a continent of many contrasts which may be drawn from many angles. In the East, due to climate and the bases of land tenure, much of agriculture is based on large privately or, occasionally, publicly-owned plantations. In the West there are few. In English-speaking countries management is passing more quickly into local hands than in the French-speaking group. Education has developed further in the West than in the East (Nigeria, for example, has five universities to Tanzania's one). In the East retail and much of wholesale trading is in the hands of Asiatics, in the West the Leventis and others of Mediterranean origin are dominant. The influences of tribalism tend to be stronger in the West than the East while the problems of transition to a wage earning economy are more evident in the East. These contrasts, so varied and at times intense, point to the dangers of considering the extension of management training as susceptible of common solutions. While regional training centres covering groups of neighbouring countries of common official language may have big advantages of economy and efficient use of resources, such an arrangement is unlikely to prove widely acceptable due to sentiments of new-found nationhood.

TRAINING NEEDS

1. The Small Entrepreneur

The small African entrepreneur is to be found in increasing numbers in all the countries of tropical Africa and in many types of activity. He is found in retailing more commonly than wholesaling, in service industry more commonly than manufacturing, and most commonly of all in agriculture. In some countries he is rarely found in manufacturing. In the city of Addis Ababa, for example, with a population approaching half a million, it was possible to find only one Ethiopian who, with his brother, had personally set up and managed a small factory, in this case for retreading motor tyres and the manufacture of rubber soles and heels. The concern appeared to be well managed and was prospering, with a labour force of about 50.

In the service group Africans are to be found in many countries operating petrol stations, motor repair garages, road and water transport, taxi services, laundries and dry cleaning, hairdressing, photography, tailoring and dressmaking, shoe repairing, printing, building and house repair, house decorating, plumbing and electrical service establishments, hotel, bar and restaurant proprietors, travel agents and the like.

In manufacture are to be found goldsmiths, jewellers, wood and ivory carvers, carpenters, metal workers, shoemakers, clothing manufacturers and some others.

There are large numbers of African retailers in most countries, the heaviest concentration being found in food, textiles and general goods stores. In countries only recently emerging into a wage-earning economy they serve a most useful economic role in getting money into circulation.

Encouraging efforts are now beginning in several countries to help the small African businessman by making available to him advice and basic training on how to set up and run a small business. Examples are a wholesale chain of African-owned stores in Ivory Coast formed by voluntary association, the Chamber of Commerce courses in Lagos, the Rotary Clinic for small businesses in Ghana, the courses given by field officers of the Ministry of Trade and Industry in some Nigerian regions, the Association des Cadres Moyens Africains in Congo (Leopoldville) to quote but a few. However useful these attempts may be, they are so few and isolated that they can only be said to nibble the fringe of the problem. The case for helping and developing the small African entrepreneur is admirably set out in a recent publication which deserves wide attention in Africa.[1]

Basically, the small entrepreneur urgently needs instruction in those of the following subjects appropriate to his type of business:

(1) Use of the written and spoken word in the official language (French or English) and an extension of vocabulary.

(2) Simple arithmetic.

(3) Simple bookkeeping and accounting methods.[2]

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[1] Theodore Geiger and Winifred Armstrong: The Development of African Private Enterprise. Planning Pamphlet No. 120: National Planning Association, Washington, D.C. $2.50.

[2] One group of Congolese businessmen complained that they had tried the classes at the Commercial School but had found them too difficult and had given up.

(4) Credit control.

(5) Stock selection and control.

(6) Simple costing.

(7) Price fixing.

(8) Sources of finance and investment opportunities.

(9) Bank services (there is often a faulty conception of what a bank is for).

(10) Depreciation and interest.

(11) Insurance.

(12) Elementary commercial law.

(13) Employment legislation and wage regulations.

(14) Fiscal regulations.

(15) Import/export practice.

(16) Basic national economics and the role of the small business therein.

(17) Work study.

(18) Sales promotion and display.

(19) Simple organisation and methods for the office.

(20) Human relations for small employers.

Not every group of small businessmen (and women) will need all these subjects and the syllabus and methods of instruction will have to be adjusted to the needs and level of education and experience of each group.

As to methods of teaching, visual aids, practical demonstration and examples drawn from the daily business lives of each class will achieve far greater penetration than will theoretical lectures heavily loaded with technical terms unfamiliar to the group. Above all the approach must be quite basic, assuming little or no knowledge in the class.

In order to cover simultaneous instruction of large numbers in the use of language, vocabulary, simple arithmetic and the elementary tools of management the potential value of closed circuit television relayed to a number of points should not be overlooked. The successful use of this method is described in the section on Ivory Coast.

The problem of widespread illiteracy, among small entrepreneurs, calls for special consideration and effective action. Many examples were observed in several countries of voluntary effort to acquire the skills of literacy by attending evening classes. It is important that the most advanced methods of accelerated training should be used and it is doubtful whether the task should be left exclusively to the national education systems, often already overloaded.

The times of classes will need special consideration, whether at weekends or in the evenings or afternoons. In some countries trade virtually closes down from 2-5 p.m. and this may prove the most convenient time for attendance.

A useful supplement to class work, and in some respects more fruitful of results, is a service of advisory visits to the business premises of the entrepreneur. These may be carried out by ministry field officers, productivity centre staff or by more advanced businessmen on a voluntary basis on the lines of rotary clinics. Small entrepreneurs should be encouraged to associate together in African Chambers of Commerce, trade associations and the like for mutual aid and advice.

Finally it must be noted that the small distributive and service trades in many countries are largely in the hands of expatriates - predominantly Asiatics in East Africa and Leventis and North Africans in the West. Their continuing domination of this sector of the economy is largely a political matter beyond the scope of this report. For the most part they too stand in need of further training. They are, however, often secretive and reluctant to come together for their mutual benefit in training or commercial matters.

A factor not immediately obvious in the growing importance of small African businessmen is the likelihood that many of them may have to be drafted into middle-management positions in larger companies as these fall vacant on the departure of expatriate staff. At least one Ministry of Trade and Industry in West Africa is looking to this source of supply. Where else, they rightly say, can we find men of some calibre and practical experience who can be quickly trained to assume middle-management responsibilities in larger concerns? The small business can often be handed over to a brother, a cousin or even a wife, freeing the entrepreneur for employment elsewhere and further training both on the job and on intensive courses.

2. The Supervisor

Since in the developing countries of Africa the process of localisation of management must for the most part start from the bottom of the management hierarchy and work upwards by promotion based on experience, and because they are usually the most numerous management group, the current greatest need for assistance lies in training for supervisors.

In most of the countries visited a good start has been made in this area by in-plant training schemes and by courses run by training centres, management associations, employers organisations, chambers of commerce, technical colleges, university extra-mural departments and the like. But the need remains great and the supply of good facilities still quite inadequate. Moreover, the quality of some of the courses observed is uneven and there is a great need for experiment and research in the training methods employed and their adaptation to African needs.

As elsewhere, the base of training must rest on a foundation of literacy and adequate use of language. If this is lacking it must be provided before specific supervisory training can effectively begin. Far too much potential supervisory talent is being wasted and frustrated around Africa today through the lack of basic or adequate elementary education. Much progress is now being made in making good this lack for the benefit of the next generations of workers, but one is left with the problem of very large numbers of men in the working age group who are denied well-merited promotion through inadequate or total want of basic schooling. This is probably the greatest single retarding factor in the process of localisation.

The level of supervisory performance in undertakings visited ranged from the sophisticated and competent in some of the larger manufacturing concerns to the frankly feudal on some plantations. Too often on plantations one finds a near absence of middle-management levels with nothing between the overworked plantation manager and his one or two immediate assistants and the "capitao" or head foreman level, the latter with little or no education or training for his post. As a result, communication between management and labour in both directions breaks down, corrupt practices abound among supervisors and good industrial relations become impossible of achievement. A great deal of advice and even training must be made available to some plantation managers on sound management organisation structure if this state of affairs is to be rectified.

3. Middle Management

At the level of middle management the function most likely to be localised first is that of personnel management. There is a widely held view among expatriate employers that an African personnel officer will be able to resolve many purely African problems of recruitment and human relations, such as those stemming from racialism, tribalism, community organisation and family loyalty. While this policy has frequently met with success it is also a fact that there have been cases where an African accepting an appointment as a personnel officer is regarded by his fellow employees as a traitor to his tribe or community and, losing their confidence, is labelled as such. Only expertise in his job, based on sound training and experience can recover this situation. At present the most able personnel officers are those who have been sent to Europe for part of their training. Training in the personnel function is increasingly available in a number of more developed countries but the need for more and improved courses in human relations and personnel techniques is growing and will continue to grow as more Africans are appointed to personnel positions. In Nigeria for example, the new Personnel Management Advisory Service of the Federal Ministry of Labour is likely to accelerate the setting up of personnel departments in many undertakings around the country.

Effective training facilities in the functions of financial management and accounting, in production management and industrial engineering, and, to a lesser extent, in marketing and sales management are increasingly proving quite inadequate to meet the needs of most countries. In many countries a seller's market still exists for consumer goods and there is little need for the use of the more sophisticated types of local marketing techniques. In Congo (Leopoldville), for example, most of the consumer goods produced internally can be sold many times over without appreciable sales effort. This is evidenced by the low stocks in shops and long queues of purchasers in the streets of Leopoldville. As an extreme example, a large office equipment showroom appeared to subsist solely on the sale of rubber bands, the only stock item on display.

In the larger expatriate controlled undertaking the training of functional managers is done on the job and by internal company training schemes in Africa or abroad. But by no means all Africans with middle management potential are employed in the big expatriate companies and it is for these in particular that adequate external training facilities are urgently needed. In a company visited in Central Africa the management decided to promote an excellent African head storekeeper to a higher position, but were thwarted by being unable to find a reliable successor at the storekeeping level.

The problem of finding men of appropriate educational attainment for middle management trainee appointments is acute throughout tropical Africa. Many factors militate against an adequate supply of suitable candidates. In the first place the young African student at university or higher school certificate level usually first seeks an appointment in government service for reasons of prestige and security. Industrial management rarely appears to him as a possible alternative, such is the image of industrial and even commercial employment in many countries. In this attitude he is, perhaps unfortunately, encouraged by government, universities and secondary schools which exercise strong pressure and sometimes compulsion to steer him into the public service. In some countries with a longer history of secondary and higher education, the staffing needs of the public service are approaching fulfilment, and it is to be hoped that thereafter promising young men will be encouraged to turn increasingly to the private sector for progressive employment and training. One large concern in West Africa reports that it has recruited a number of excellent management trainees from among the ranks of students who have failed to gain their degrees at European universities and so lack the required qualifications for entry to the public service at higher levels. This emphasises the importance of ensuring that no talent is wasted.

4. Senior Management and Top Management

As yet Africans in senior management positions in industry are rare except, to a still limited extent, in Nigeria and Ghana. Again, men with the requisite attainments and experience are still attracted to and held by the public service. A few are to be found in publicly-owned large enterprises. A few men of stature and reputation in other walks of life have been appointed to the boards of large industrial and commercial concerns in the private sector, but it is at top and senior management levels that the process of effective localisation must inevitably be slowest. The African middle managers of today need longer on-the-job experience before they are ready to fill effectively the highest positions. Some forms of external development aid may speed the process a little. Senior management seminars of a few days' duration are often well attended, but mostly by managers from the more enlightened companies. Travel and study tours in the developed countries can be useful if the time can be spared. The day is approaching when residential administrative staff colleges for East and West Africa, on the lines of that at Henley-on-Thames in England will fulfil a valuable function. It is doubtful whether an adequate supply of students of sufficient calibre and numbers is yet available. Meanwhile, many large expatriate-owned companies are successfully developing African executives in their internal training schemes at home and abroad.

Consultancy and advisory services offered by private firms and productivity centres would have much to offer in speeding the acquisition of knowledge and skill in the use of modern management techniques, but as yet such activity is rare in Africa. Recently, Ghana set up a productivity centre and Kenya, Tanzania and Uganda have made application to the Special Fund of the United Nations for assistance in establishing productivity/management training centres such as are run with I.L.O. co-operation in many other developing countries in other parts of the world. There are many variations in the organisation, operation and services of such centres and each must be specifically tailored to meet the individual needs of each country. They may well combine management and supervisory training with services for small industry. Long experience in other continents proves how valuable these centres can be in developing industry and management skills with a high yield on the relatively modest capital invested.

SOME FACTORS AFFECTING THE DEVELOPMENT OF AFRICAN MANAGERS

In any study such as this, made by someone coming in from the outside, there is a risk of generalising about a widely diverse group of peoples in such a way as to suggest homogeneity. If there are certain more or less common characteristics such as those which are discussed below, which affect the manner in which management development and training in Africa must be organised and developed, these spring mainly from certain conditions in which the managers and potential managers have been brought up and have to operate. Experience of many I.L.O. management development projects has shown that wherever similar conditions are to be found in the world - and this includes some sections of society in European countries - similar characteristics are to be found. They are by no means exclusively African, but, since this is a study of Africa, they are related to the African context.

The various points made below represent a concensus of opinion derived from many discussions with people in positions of knowledge and authority in government and industry, African and expatriate. They have to be taken into account in developing programmes, teaching materials and methods.

The intelligent African, intellectually equipped and with sufficient education to assume management responsibility, has an immense desire and respect for knowledge which will aid his advancement. He is usually an assiduous student. It is no unusual thing to see a young man studying intensively under a street lamp at midnight because he lacks quiet and adequate illumination at home. (There is an echo here of past generations of the sons of workers and craftsmen in certain European countries wherever the systems of education have made it possible for the poor student who was prepared to work hard to accede to higher education.) Tutors on residential courses report that informal discussion groups and study of the next day's documentation continue until stopped by the teaching staff if a sleepy class is not to present itself next day.

It seems to be a commonly held opinion that most Africans believe that, given the requisite knowledge, they can do almost any job irrespective of their personal attributes. Their dictum is: "Teach us how to manage and we shall be good managers". There also seems to be a belief (to be widely found outside Africa), in the existence of "trick" methods for the rapid solution of management problems which are being deliberately withheld by the teachers.[1] This attitude is all too familiar to teachers of management almost everywhere in the early stages of management training programmes; to avoid being drawn into giving the "right" solutions demanded by trainees is a problem every management teacher has to face.

Studies made recently of participants in management workshops held in West Africa suggest that people of this region, at least, are very quick to grasp concrete ideas and to assimilate techniques, but have difficulty in grasping abstract concepts. This is an important consideration when developing course material and methods of presentation.

With regard to course content and presentation, it must first of all be remembered that to the vast majority of Africans coming for management training, French and/or English are not their mother tongues; they are foreign languages which require formalised instruction even for adults and especially in technical usage. This problem arises with equal and sometimes greater force in most Asian countries and involves great care in the use of language when preparing and giving courses, including very clear enunciation.

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[1] Professor Vuerings: "La formation des cadres au Congo", Bulletin de l'Institut Interafricain du Travail, Vol. X., No. 2, May 1963.

The basic education of many who may be called upon to become supervisors and even managers has often been sketchy, even in such subjects as simple calculation and the use of the written and spoken word. Any shortcomings in these basic subjects must be remedied before management training can begin to be effective.

The characteristic common to people everywhere that visual recollection is superior to aural recollection is, if anything, even stronger in Africa. Hence the extensive use of visual aids to retain attention and encourage recall is of special importance. Care should be taken to ensure that these are in a familiar visual idiom. In this connection, some Africans find three-dimensional and perspective drawing difficult to grasp.

In general, people in Africa have a ready sense of humour and enjoy a laugh. On the other hand, their innate courtesy and good humour may conceal a too ready susceptibility to take offence. There are many simple words and phrases in English which are entirely innocuous to a European or American but which may be deeply wounding to an African. Europeans or Americans going to train managers should take early steps to find out what they are. In this respect Africans are no different from anyone else; to call someone a "pig" in England may be a form of near-endearment - but not in France. British and Americans can shock each other by the different interpretations they put on certain words.

Unlike his European counterparts, the average African has not been brought up on picture books, mechanical toys and assembly kits. This may be a factor of importance in the design of visual aids and training models. Nor is he likely to have been raised in a family circle where at least one and usually more of his close relatives are in industry or commerce and where the terminology of business life is common coinage of mealtime conversation. In his family circle there is not likely to be anyone to whom he can turn for elucidation of the mysteries of an industrialising society.

Because industry is still comparatively rare in most African countries, the educated young man may be subjected to strong family, social and official pressures to convince him that employment in industry or commerce is something inferior and that he must strive to achieve employment in the government service. He will thus become a person of importance, will win the respect of his community and be able to look forward to a life of relative security. This outlook was common in India up to a few years ago; the growth of industry, and particularly of large enterprises, and the high salaries offered, usually higher than those offered in government at an equivalent age, is rapidly changing it and the same may be expected to happen in Africa as industrialisation proceeds.

Perhaps for climatic and sometimes for nutritional reasons, trainees in Africa find the exercise of sustained effort and attention on courses even more difficult than do their European counterparts. This is an important point to bear in mind in designing course timetables and teaching methods.

Diplomas, certificates and awards for successful achievement represent a powerful incentive to maintain attendance at courses. This, again, is common in most other parts of the world and is quite understandable in regions where a high level of education is not something that can be taken for granted and where proof of attainment may be demanded by prospective employers or when promotion is in question. Despite this, and particularly at supervisory level, a common feature is a fear of assuming personal responsibility for decisions, people, materials or cash. This calls for careful on-the-job training and constant encouragement.

Too often, successful completion of a technical or artisan training course is regarded as the door to escape from ever again having to do manual or physical work. The prized white collar job, the desk and the administrative position of prestige come within reach. It was distressing to find in how many countries this outlook was encountered. On the other hand, experience shows that the attitude of some educated Africans in this respect is more enlightened than that to be found in certain other parts of the world.

At the higher level the attainment of a degree or higher diploma may be regarded as the direct passport to full management status and financial benefits without the necessity for spending any substantial time learning how to apply the theoretical knowledge to the special requirements and conditions of the new occupation. This attitude is, of course, by no means unknown among graduates in industrially advanced countries.

It is important to remember that, whatever position an African manager or supervisor may occupy in the hierarchy of the organisation employing him, he also has a position in his tribe and local community which exercises a strong influence on his daily life and relationships and which may conflict with his work status. This factor may render management selection and promotion more difficult, since the appointment to a managerial post of someone not enjoying tribal status as high as some of those over whom he has managerial authority can cause a breakdown of this authority. In some countries, party political affiliations are also growing in importance.

In common with many peoples all over the world, the extended family, the community and, in the case of most African countries, the tribe are the objects of responsibility of the individual and he usually contributes handsomely to their support. This is normal in all countries where, until recently or even at the present time, state operated systems of social security are non-existent and the welfare and even the survival of the individual depends upon his being supported by members of his family if he falls upon hard times.

Many of these characteristics are worth taking into account when preparing management training courses. Some of them illustrate the near futility of assuming that European or American teaching methods can be transplanted into Africa with any hope of success unless they are skilfully adapted. There is, for example, a serious shortage of African case material which urgently needs to be remedied. On the other hand, too much should not be made of the characteristics mentioned above. In many cases they may be only slightly exaggerated versions of what are to be found almost everywhere and there is no reason to assume that the reactions of Africans are basically different from those of other people in similar social and economic settings.

CONCLUSION

These brief introductory notes bring to a conclusion the general part of this report. What follows is a survey of management development and training facilities and needs in 13 countries visited by the writer.

PART II

DATA AND CONCLUSIONS RELATING TO THE COUNTRIES VISITED

1. CAMEROON
2. CONGO (LEOPOLDVILLE)
3. ETHIOPIA
4. GHANA
5. IVORY COAST
6. MALAWI
7. NIGER
8. NIGERIA
9. SENEGAL
10. SIERRA LEONE
11. TANZANIA
12. UGANDA
13. ZAMBIA

1. CAMEROON

Visited: October 1964.

Area: 166,700 square miles.

Population: 4,560,000 (1963 estimate).

Density: 20 per square mile (1957).

Numbers in Employment[1]

Sector and Industry

	Management		Employees	
	African	Non-African	Permanent	Seasonal
Public Sector (Administration, etc.)	433		24,535	637
Private Sector				
Fisheries	-	3	274	-
Forests	26	22	4,506	-
Agriculture	52	17	18,741	3,272
Electricity	-	11	872	-
Petrol and Oil	-	10	430	-
Mining	n/a	n/a	n/a	n/a
Building Materials	1	2	196	-
Manufacturing Industry	23	42	5,794	-
Building and Public Works	22	72	6,504	-
Commerce	212	240	8,689	606
Road Transport	625	25	2,058	80
Rail Transport	1	14	3,112	-
Water Transport	-	6	169	981
Air Transport	1	7	510	-
Transport Auxiliaries	2	7	3,121	-
Banks, Insurance	12	23	1,050	-
Liberal Professions	8	38	587	-
Domestic Servants	-	-	6,104	-
Sundry	238	57	2,343	-
Total:	1,223	596	74,660	4,939

GRAND TOTAL: 107,023

Principal Products and Manufactures

Agriculture:	Cocoa, coffee, bananas, groundnuts, palm kernels, tobacco, rubber, timber, cotton.
Mining:	Tin, gold, titanium.
Manufactures:	Food processing, cigarettes, soap, cement, kitchen utensils, cycles. Projected: refrigeration of meat and fish.

Management Training Facilities

1. School of Administration. This is for government service trainees only.
2. Lycée Technique. The Lycée offers technical courses to baccalauréat level. At the end of the course some successful students are sent to Europe for further training.

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[1] No statistics are available for employment in West Cameroon which is almost wholly agricultural. Source: Service d'Etudes Générale et de Liaison.

3. Ecole Nationale d'Agriculture. The school has some courses in farm management, and one for agricultural engineers and instructors.

4. A new school is under construction for planters and supervisors in the private agricultural sector. It will take 40 students a year on a one-year course to be followed for some students by overseas training bursaries.

5. Federal University of Yaoundé. This is a new university of three years' standing with faculties of law, economics and science, all potentially useful background subjects for management. For the present the science faculty offers only two-year preliminary courses followed by further degree study in Europe. There are currently 40 students at the University and the first ten graduates will emerge this year.

6. A.F.C.A. (Association de Formation de Cadres de l'Industrie et de l'Administration en Langue Française). The Association has run some in-plant training courses for supervisors for individual companies and is planning new courses for accelerated training at senior supervisory levels on an in-plant basis.

7. F.I.M. (Fédération des Industries Mécaniques). Discussions have started with F.I.M. with a view to the establishment of a management training centre on the lines of that which they have set up in Abidjan, Ivory Coast (see summary on Ivory Coast). It has been suggested that this centre might be planned to meet the needs of the French-speaking countries of Equatorial Africa (Congo [Leopoldville]), Congo (Brazzaville), Gabon, République Centrale Africaine, Cameroon and Chad. The Government would provide the land and F.I.M. the building and equipment. As yet the proposals are only at an early stage of discussion and it is not possible to forecast the outcome.

COMMENT

In comparison with some other countries of comparable population Cameroon shows indications of advance in industrial development, standards of management practice, productivity of workers and awareness of the urgent need for better management training facilities, especially at middle management level. It is clear from a study of the figures shown above of the distribution of management positions as between Africans and non-Africans that in this country much more vigorous efforts have been made to train and promote Africans to supervisory and management positions than was observed in other French-speaking countries visited. In Cameroon at the level of supervision and above the Ministry of Labour reports in its distribution of employment figures 2,751 Africans and 1,943 expatriates. At senior management level ("Direction") there are 84 Africans and 378 expatriates which represents an unusually high proportion of localisation achieved at this level. The standards of supervision observed in practice on factory visits were equally encouraging. Unlike some other countries where management training facilities are almost wholly lacking and where new courses must concentrate on instruction at small entrepreneur and supervisory levels, Cameroon has reached a stage of development where middle management training can be introduced effectively. Local employers appear to appreciate the need for more rapid localisation of management positions to a greater extent than in some other countries: this may be in part a factor of the less tolerable climate and the higher wastage of expatriate managers. Employers say that they are finding it increasingly difficult to recruit expatriates to replace those leaving, with the result that they are exerting growing efforts to accelerate the training of Camerooonians. Unusually in this survey, the view was expressed that government needs for educated staff were approaching fulfilment and that industry and commerce could now look for a higher share of such talent. On the other hand, employers referred to the unreasonable pretensions displayed by candidates for employment of good calibre, their repugnance towards technical employment and a measure of instability in following up courses of study financed by scholarship awards by a career of a logically related nature. They made a plea for closer collaboration by government with industry in planning the content and deployment of technical education to match the balance of need as it exists in commerce and industry. They hinted that national education policy was directed towards meeting the needs of government service at the expense of those of the private sector. They deplored the fact that students who win professional qualifications by study abroad demand on return the full pay of a qualified and experienced expatriate before they have acquired any practical experience on the job.

In agriculture, which is by far the largest form of economic activity in Cameroon, there is a high content of expatriate management in control. The big European coffee growers produce 45 per cent. of the national output, bananas are in the hands of European growers as to 40 per cent., forestry as to 98 per cent. and rubber as to 100 per cent. The expatriate companies are genuinely anxious to localise supervisory posts more rapidly, partly owing to the difficulty of recruiting young expatriates to replace the aging French supervisors, many of whom wish to return to Europe. Unfortunately Cameroonians are not keen to study for agricultural diplomas, preferring white collar jobs. Reference has already been made to the existing planned training facilities in the field of agricultural management. An additional suggestion advanced was that there is a growing need for courses to be set up in conjunction with neighbouring territories on modern methods of export marketing applied to the sale of timber from the tropical humid zone. The need for this is growing more urgent with the increasing departure of Europeans currently handling this business.

It is to be hoped that current discussions on the possibility of establishing a tropical regional management training centre to meet the needs of industry, commerce and agriculture will lead to effective action on an international scale.

2. CONGO (LEOPOLDVILLE)

Visited: March 1964.

Area: 905,122 square miles.

Population: 15,000,000 (1963 estimate) Africans only.

Density: 14 per square mile (1958).

Numbers in Employment

It proved impossible to secure up-to-date figures. In 1959, before independence, the Congolese labour force numbered some 1,100,000 representing nearly one-third of the adult male population. In the same year there were 5,400 female and 3,200 non-adult wage earners. In 1956 African labour was distributed as follows:

Agriculture and forestry	300,791
Mining and quarrying	84,287
Manufacturing	152,758
Building and construction	124,319
Transport	91,789
Commerce	81,548
Domestic and other services (including Government)	362,404
	1,197,896

Principal Products and Manufactures

Agriculture: coffee, tea, cotton, palm oil, cereals, fruit, potatoes, tobacco, sugar, fibres, oil grains, timber.

Mining: copper, diamonds (industrial and gem), manganese, coal, cobalt, germanium, tin, zinc.

Manufacturing: textiles, food processing, chemicals, cement building materials, footwear, ceramics, soap, metal products, cigarettes, beer, confectionery, paint, sacks.

Projected: liqueur distilling, meat and fish canning, jam, cheese, oil refinery, mineral oils, fertilisers, pharmaceuticals, wax polishes, matches, plastics, tyres, electric batteries, iron and steel foundry, cycles, radios.

Management Training Facilities

1. C.A.D.I.C.E.C. (Association des Cadres et Dirigeants Chrétiens des Entreprises au Congo et au Ruandi Urundi.)

The Association was founded in 1956 at Leopoldville as a centre, equipped with a small library and information service, where local senior managers could meet for discussions on industrial, sociological and economic affairs of common interest. It publishes a bi-monthly journal and runs monthly meetings, bi-monthly mid-day conferences and special one-day management study meetings. More recently it has developed a series of management training courses normally of one week's duration either non-residential in Leopoldville or residential in a former convent building at Keninenza, 15 km. away. The Association has been largely due to the inspiration and initiative of a Jesuit priest, Père Charles, and enjoys the full support of the larger employers in the area, many of whom are members of the governing committee. The centre at Keninenza has accommodation for 16 resident students and four tutors. Modern visual aids are used and courses combine lectures with syndicate work, case studies and role-playing. Currently the majority of courses are for supervisory levels and aim to develop leadership qualities and character, but include appreciation of use of the French language and some simple mathematics. Other courses are held on functional management techniques.

A new body the Centre de Formation et de Perfectionnement des Cadres et de la Maîtrise has been formed in 1964 to develop these activities further by introducing in-plant training schemes and later four-to five-week management courses on a residential basis. The scheme is wholly independent of government aid or participation, which are not being sought.

2. Centre de Perfectionnement et Gestion des Affaires (C.P.G.)

The Centre was established in 1959 under a different title by the Institut de Recherches Economiques et Sociales at the University of Louvanium near Leopoldville. Under its Director, Professor Vuerings, it organises seminars for managers from the private sector and university staff. Four or five are held each year and have covered such subjects as "the management of tomorrow's Congolese enterprises", "the functions of management" and "personnel management". By the spring of 1963 over 100 Congolese had attended these seminars, the average age being 33 years, and service in industry 12 years. Professor Vuerings maintains that the seminars should be directed towards broadening the outlook of members and improving their social skills rather than concentrating on a high content of management techniques. Most of the students started their careers as shorthand-typists, bookkeepers or correspondence clerks before gaining promotion - occupations which, Professor Vuerings considers, do little to broaden the outlook or develop the character of the future manager.

3. L'Institut Politique Congolais (I.P.C.)

4. Office de la Co-opération au Dévéloppement (Programmes Belges de Stages pour Africains)

Both these organisations offer courses in background subjects for officials in the government service and some managers from the private sector. The I.P.C. courses are run in the evenings.

Many of the larger companies run in-plant management training schemes but the view was expressed from several sources that apart from the large, more enlightened companies, employers were not as yet convinced of the need for rapid Congolisation of management positions or for formal management training courses.

COMMENT

The Congo was visited in March 1964 before the change of Government. Comment relates therefore to the conditions prevailing early in 1964.

The country is probably the richest in Africa in its natural resources. It has production capacity for 61 per cent. of the world's output of cobalt, 50 per cent. of industrial diamonds, 70 per cent. of germanium, 7 per cent. of copper and 5 per cent. of tin. It has also produced substantial quantities of gem diamonds, but this industry has been brought almost to a halt due to illicit smuggling. Nearly all types of cereals, fruit, vegetables, tobacco, sugar cane, fibres and oil grains are produced in rich quantity but distribution fails as a result of breakdown in communications, tribal warfare, insurrection and mixed leadership. The country is vast, bigger than the north and west of Europe and 150 times the size of Belgium. Over half the surface is covered by forest and only 5 per cent. is cultivated. Hydro-electric power potential is 103 million K.W., 13 per cent. of the whole known world potential.

The Belgians poured vast sums into the country before independence in June 1960 to build fine cities, develop mines, industry and agriculture and to construct roads, railways and river transport. Today, lack of maintenance has taken its toll and warfare has ravaged much of the nation's assets. Too much of the nation's scarce resources of educated manpower has been diverted to Government. Whereas the former colonial administration governed the country on the basis of six provinces, these have been increased since independence to no fewer than 22, each with its quota of cabinet ministers, ministries and government employees. In early 1964 unemployment among industrial workers had risen to 33 per cent. and shortages of essential supplies were evidenced in the daily life of the capital by meat and grocery queues and near-empty shelves in the shops.

Against this background it is not easy to assess the country's current management training needs. Pressure for localisation of management positions was not as strong or evident as in many other countries and the training courses available in Leopoldville were largely supported by a handful of the most progressive companies. Discussions with ministers and government officials left one with the impression that management training was not yet regarded as an essential element in the development of the economy.

One group which cries out loudly for training help is that of the small Congolese entrepreneurs. In certain areas of the country trade is carried on largely by Portuguese and in the north by Greeks but there are increasing numbers of Congolese small businessmen in trade, and service undertakings. In 1958 a group of these set up the Association des Classes Moyennes Africaines et des Travailleurs Independents (A.C.M.A.F.) to protect the interests of the small indigenous entrepreneurs, both men and women. After a somewhat chequered career the Association was reformed under a new national committee in March 1964 and among its plans is seeking to establish its own school for training members in basic commercial and management practice.

In discussion with representatives of the committee they said that many members would be willing to attend classes daily from 2 p.m. to 5 p.m. when trade was slack. Subjects on which instruction was sought included simple accounting - "but it must be simple as we can't follow the complicated way they teach it in commercial classes" - a basic course explaining the nature, purpose and economic contribution of the entrepreneur, small business structure, use of the French language and, rather surprisingly, English. When asked why the latter, they replied "so that we can understand the instruction and repair books we receive with small equipment from abroad and so that we can start trading with our English-speaking neighbouring countries". They plan also to set up a library and a commercial information bureau. A strong desire was expressed to go abroad to industrially more advanced countries to visit trade fairs, industrial and commercial concerns "to see what we must do to improve the lot of the Congolese middle classes and win trade from the expatriates".

When stability returns to the Congo this group might well provide a trial ground for an experimental pilot course for small African entrepreneurs.

3. ETHIOPIA

Visited: July-August 1964.

Area: 398,000 square miles.

Population: 25,000,000.

Density: 63 per square mile.

Numbers in Employment:

Second Five-Year Plan Civilian Employment Estimates

A. Productive Activities	1962	1967
1. Agriculture	1,300	6,210
2. Mining	4,550	7,020
3. Electricity	1,800	2,720
4. Manufacturing Industry (see analysis below)	27,600	57,880
5. Handicraft and Cottage Industry	186,000	220,100
6. Construction	62,800	103,500
7. Transport	18,180	25,520
8. Communications	2,220	3,260
9. Trade	28,500	36,000
10. Catering and Tourism	7,600	10,100
TOTAL	340,550	472,310
B. Economic and Social Services		
1. Financial Intermediaries	1,200	1,500
2. Education and Culture	44,580	47,580
3. Public Health	9,200	11,600
4. Community Development	220	260
5. Government Administration	19,200	21,570
6. Other Services	4,850	5,400
TOTAL	79,250	87,910
Grand Total:	419,800	560,220

Source: Second Five-Year Plan.

Employment in Industry (1961)[1]

Industrial Group	No. of Establishments	Employees		
		Ethiopian	Foreign	Total
A. Food Products	45	19,376	686	20,062
B. Beverages	33	2,244	144	2,388
C. Tobacco	2	411	21	432
D. Textiles	13	17,545	181	17,726
E. Leather and Footwear	5	945	45	990
F. Sawmills, plywood	7	1,415	43	1,458
G. Furniture and Fixtures	3	609	18	627
H. Printing and Publicity	6	450	15	465
I. Chemicals	3	493	21	514
J. Non-metallic mineral products	9	1,255	54	1,309
1 bricks		373	4	377
2 cement		328	14	342
K. Miscellaneous Manufacturing	21	1,590	25	1,615
	147	47,034[2]	1,271	48,305

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[1] **Source:** Central Statistical Office, Statistical Abstracts 1963, pp. 11 and 12.

[2] Includes 4,600 non-factory sugar and tomato plantation workers, 400 forest

Principal Products and Manufactures

Agriculture: Coffee (about 60 per cent. of the value of total exports, 1957-59), cattle, hides and skins, oilseeds, pulses and groundnuts, cotton.

Manufactures: Textiles, fibres, food products, drink and tobacco, tanned leather and shoes, building materials, fish preserving, household goods, sawmilling, chemicals.

Mining: Marble, mica, rock salt and gold are mined on a small scale.

Management Training Facilities

Apart from in-company training schemes of some of the larger concerns the only management training facilities currently available are:

1. The Imperial Ethiopia Institute of Public Administration

The Institute was founded in 1956 and provides courses for government officials and staffs of government chartered agencies (airline, bank, highway authority, etc.). No courses are offered to trainees from the private sector. Specialised short courses are run on a number of subjects including accountancy and labour administration. Three executive development seminars for top government officials were said to be poorly supported. It is hoped that a course for trainees of staffs in a number of ministries will result in instruction being spread to provincial centres where training facilities for middle and lower grade officials are seriously lacking. The Institute is non-residential with the result that few students attend from the provinces. All courses are part-time owing to the reluctance of departments to release staff for full-time courses.

2. College of Business Administration: Haile Selassie I University

The College was opened in 1963 and 110 students were enrolled in the first year and 20 transferred from other faculties to second year studies. Of the 110 first year students only 60 were adjudged to be successful at the end of the year.

The course is of four years' duration and entrants are drawn from commercial colleges and secondary schools at an average age of 20 years. Most have had no previous experience of industry or commerce. The syllabus aims to develop analytic and problem-solving skills; an understanding of the rapidly changing economic, social and political environment of Ethiopia and an understanding in depth of the problems of human behaviour.

In addition, through an extension programme, courses are run in advanced secretarial subjects, accountancy and business practice, mostly in the evenings.

The fact that few of the degree course students have any experience of industry or commerce may tend to throw some doubt on the value of undergraduate courses in business administration, particularly in developing countries.

The College is launching a research programme which includes some interesting projects on such subjects as causes of business failures; a study of foreign decisions to invest or not to invest in Ethiopia; a study of cottage industry: a study of distribution channels.

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[2] (footnote continued from p. 20)

woodcutters.
Excludes 5,000 coffee bean sorters.
Total manufacturing employment is projected to reach 57,600 employees by 1972.
Source: Arnold M. Zack, Ethiopia's High Level Manpower: Analysis and Projections, Haile Selassie University, May 1964.

3. Imperial Highways Authority

The Authority which employs 3,800 permanent and 4,000 seasonal workers runs internal training courses for supervisors and junior technical staff. The need is recognised for better training facilities for the purchasing, financial, cost control, production control and maintenance functions.

COMMENT

With a population of about 25 million among whom over 90 per cent. of those of working age are engaged in agriculture, Ethiopia is only slowly emerging from a state of benevolent feudalism comparable with that of England in the 12th-14th centuries.

So far as industrial development is concerned it is important to note that industrial pursuits are alien to the traditions and way of life of the Ethiopian. Traditionally the son of well-to-do parents has had the choice of engaging only in agriculture, the army, the church, government service or, more recently, the older professions such as law or medicine. Involvement in industry or commerce, other than as an investor has been regarded as not an occupation for a gentleman. There is virtually no middle class in the European sense. Commerce and trade has largely been left to small entrepreneurs of Greek, Armenian, Arab and Indian origin and these men are of a secretive disposition, unwilling to co-operate together readily and reluctant to recognise the need for management training to improve their efficiency.

All this accounts for the astonishing fact that in the capital city, Addis Ababa (population 450,000) only one manufacturing concern of any size, conceived, developed and managed by Ethiopians could be found.

Currently a slow change is beginning to emerge in this picture. The educated young Ethiopian is starting to realise that he can command far higher earnings through employment in a management capacity, after training in expatriate industrial and commercial undertakings, than he can in most of the careers traditionally open to him. But in embarking on a management career he lacks one great advantage enjoyed by his European or American counterparts - the opportunity of having grown up in a family environment accustomed to an industrial economy and the chance of constant intercourse with a father, uncles or brothers familiar with the industrial way of life. He is something of an unhappy pioneer and the object of mildly veiled disapproval of the class from which he has sprung.

How long it will take Ethiopia to emerge from this phase of social development is hard to judge, but it seems unlikely to be a rapid process. Meanwhile the Government adopt an official policy of active encouragement of investment and development of industrial and commercial undertakings irrespective of the nationality of the entrepreneurs.

One sector of the economy which seems ripe for development is that of cattle rearing and meat packing. A comparison of livestock population and exports in Ethiopia and Australia is indicative of the potential[1]:

	Australia	Ethiopia
Estimated livestock population	17 million	25 million plus
Exports of Livestock Products (Eth.$) p.a.	350 million	4 million

When it is realised that Ethiopia is situated much closer than Australia to the latter's large European markets the potential for the Ethiopian meat product and hide industries can be realised. Hitherto Ethiopian development in this sector has been hampered by lack of slaughter houses, processing plant and cold storage and transport facilities and by the prevalence of animal diseases. Plans to improve the plant facilities are in hand while the mass application of veterinary treatment is reducing the incidence of disease.

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[1] Ethiopian Herald, 5 August 1964.

Against this background of Ethiopian economic and social development what then are her pressing management training needs? To start with it must be noted that existing management training facilities are limited wholly to the courses provided by the College of Business Administration at undergraduate level for the private sector and the Ethiopian Institute of Public Administration for the public service. The only other management training observed is that carried out on an in-company basis and in overseas countries by a few of the larger establishments in industry, commerce and on plantations.

At government level it seems to be widely recognised that these facilities are wholly inadequate to meet the needs of industrial and commercial growth. In discussion, ministers and officials stressed the need for the introduction of modern methods of productivity measurement, incentives, methods improvement, planning and control; casual observation of employee effort at manual worker level confirmed this view.

In Ethiopia the indigenous entrepreneur is hard to find, especially in manufacturing industry, while small trading enterprises are largely in the hands of men of Eastern Mediterranean origin. It is therefore on the new generation of young Ethiopians now beginning to enter management as trainees of the larger expatriate companies that training effort should be concentrated. Their numbers increasingly justify such effort. By function the greatest needs seem to be in the fields of personnel management, industrial engineering and supervisory training.

The co-operative movement is virtually in its infancy and stands too in need of assistance to stimulate its development, not least in the area of management training. The introduction of voluntary and tied retail chains with proper training facilities on the Ivory Coast pattern should be considered as a means of accelerating the movement in provincial areas towards a cash economy and increased circulation of money.

4. GHANA

Visited: October 1964.

Area: 91,843 square miles.

Population: 7 million (estimate 1963).

Density: 72 per square mile (1960).

Numbers in Employment:

	31 December	
All Sectors	1956	1963
All industries and services	267,380	374,086
Agriculture, forestry and fishing	42,435	46,330
Mining and quarrying	32,272	23,729
Manufacturing	17,688	38,496
Construction	46,647	58,551
Electricity, water and sanitary services	7,989	14,969
Commerce	29,608	37,293
Transport, storage and communications	23,048	32,733
Services	67,693	121,985

Private Enterprise		
All industries and services	130,247	128,370
Agriculture, forestry and fishing	12,117	6,112
Mining and quarrying	32,209	8,924
Manufacturing	16,259	32,809
Construction	19,519	19,180
Electricity, water and sanitary services	193	-
Commerce	28,272	31,614
Transport, storage and communications	6,431	5,413
Services	15,247	24,318

Source: Ministry of Labour.

Public Authorities		
All industries and services	137,133	245,716
Agriculture, forestry and fishing	30,318	40,218
Mining and quarrying	63	14,805
Manufacturing	1,429	5,687
Construction	27,128	39,372
Electricity, water and sanitary services	7,796	14,969
Commerce	1,336	5,679
Transport, storage and communications	16,617	27,320
Services	52,446	97,667

Management Training Needs and Facilities

The management training needs of Ghana are immense but it is encouraging to find that they have been closely analysed and assessed in the country's current seven-year plan. During the seven years it has been estimated that there will be a need for the appointment and training of an addition of 61 per cent. to the existing ranks of experienced managers. In 1960 there were some 13,000 managers in employment in the country: these must be increased to 16,000 over the seven years and replacements to cover wastage through death, retirement and repatriation are estimated to amount to 4,000. Thus a total of 7,000 new managers must be found and trained for the public and private sectors. Requirements for university and secondary school teachers and professional workers are estimated as an additional 14,000 giving a total of 21,000 new trained men to add to or replace the existing total strength of 35,000 in these categories. It is planned to meet these needs from existing institutes of higher learning and by on-the-job training. Over seven years the university with associated colleges is expected to produce about 10,000: in the year 1963-64 there were 2,443 Ghanaians at universities at home and abroad. It is estimated that over the next few years about half the numbers required for management positions in the country as a whole can be met by the use of external training facilities while the other half must be developed by in-service training.

The principal existing organisations offering management training are as follows:

1. Institute of Public Administration

As its name implies the Institute runs courses at administrative levels for officials in the public service. Many of the courses contain some management content. Some teaching assistance is given to other management training bodies and to the State Enterprise Secretariat.

2. The Establishment Secretariat

The Director of Training is responsible for the training of clerical and executive grade civil servants, including personnel officers. In addition to the headquarters unit, training centres have been set up in each regional area and it is hoped later to extend training services to local government officials The teaching staff are divided into two groups which travel around the regions, running courses. Students are admitted with middle school level educational qualifications following some years' experience in the service. Instruction in English is regarded as very important and bonuses are awarded for successful students of French. Local case study material is being developed for teaching purposes. About 500 students a year pass through the training centres.

3. The Ghana National Productivity Centre

The Centre has recently been reformed and is currently engaged in developing management training courses and other activities designed to increase productivity in the growing number of state enterprises. Included in the courses projected is one of six weeks for new general managers of state enterprises, instruction in industrial engineering under an I.L.O. expert and supervisory training courses. In view of the massive programme for new state enterprises the Centre will, for the time being at least, concentrate on this sector.

4. Ghanaian Association for the Advancement of Management (G.A.A.M.)

The Association was founded (two weeks after independence) in July 1961 and has grown rapidly in membership and national recognition. Chapters or branches have been established at Accra (200 members) Sekonde/Takeradi (100 members) and Kumasi (50 members). In addition to these 350 individual members there are 32 corporate subscribers drawn from undertakings in the public and private sectors. Initially, as a result of external grants received, the Association employed a full-time paid secretary but is currently administered by voluntary officers.

Among the activities of the Association are monthly public lecture meetings, other meetings for specialist groups in human relations and marketing and short courses on management techniques and supervisory practice. Over 200 members have attended such courses since 1962. One supervisory course meets twice weekly in the afternoons over a six-week period. The Association publishes a periodical journal "Management News in Ghana".

5. Institute of Technical Supervision

The Institute was set up by the Public Works Department in 1957 as a centre for training Ghanaian supervisors in the Department for promotion as Works Superintendents. Currently there are classrooms, workshops and residential accommodation for 40 students, but work has begun on doubling the facilities to tak

80 students. The first course was run over 12 months but subsequent courses have been streamlined to nine months.

The course is divided into three phases:

(1) Classes in English usage and arithmetic (16 weeks).

(2) Technological classes in civil engineering including method improvement (16 weeks).

(3) Classes in departmental administration and management subjects (8 weeks).

Specialist teachers are drawn from several government departments and students are put through some 20 examinations during the course, the results being averaged over the whole term. Teaching aids include the use of word games to improve English vocabulary, case studies, effective speaking classes and role playing.

6. Trade Union Congress

Although not strictly in the management training field it is interesting to note that the Ghana T.U.C. runs courses for union members designed to increase productivity consciousness among workers. These have been conducted all over the country since 1962 and last from three to four days with occasional courses of one week at headquarters. The latter course covers method study, time study, layout and the like at appreciation level. The instructors have been carefully trained by an industrial engineer recruited from management ranks. It is hoped later to establish a trade union college for training union officials. The T.U.C. advises the National Productivity Centre on the content of industrial relations courses.

7. Rotary Club of Accra Business Clinics

This is an interesting and constructive voluntary effort whereby members of the Club with management experience offer to advise small local entrepreneurs in the conduct of their businesses free of charge. It appears to give much valuable service in an unobtrusive way and might well be emulated in other parts of Africa.

8. State Enterprises Secretariat

The Secretariat organises seminars for top managers and courses for other management levels in state enterprises. It hopes shortly to issue instructional pamphlets on management techniques to the undertakings it supervises.

COMMENT

No visitor to Ghana can fail to be impressed by the formidable programme for the development of state enterprises. A list of existing and projected state-owned and joint state private enterprises is appended.[1] In summary there are currently 15 industrial state-owned enterprises, 14 trade and service state-owned enterprises, one trade and service joint state/private enterprise-owned enterprise, one agricultural state-owned enterprise, 17 state-owned enterprises under construction or shortly to be constructed and 25 proposed state enterprises now under study. Reference has been made above to the possible sources of managers for this huge development programme. The State Enterprise Secretariat is fully seized of the management training implications. The most serious current gaps appear to lie in the top management positions where the quality and expertise of existing incumbents is somewhat mixed. Some appointments were made on political grounds rather than on the possession of the necessary management skills and some failures are reported in co-ordination of effort, communication and delegation of authority among top managers. There is here a field for intensive training embodying changes of attitude as well as the acquisition of the skills of direction. There is a shortage of trained supervisors and it has been found necessary to import some Europeans to fill some of these positions until suitable Ghanaians can be trained. Apprentice training facilities are said to be inadequate and it was admitted that the quality of in-plant training in the private sector was superior to that in state-owned or semi-owned enterprises.

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[1] See list at the end of this section.

To meet the widespread and urgent training needs the Secretariat is co-operating with several outside training organisations including the National Productivity Centre, the School of Administration, G.A.A.M. and others. It is sending technologists abroad for intensive training. An example of this occurs in the projected establishment of a vertical cotton industry where the mill will be managed temporarily under contract by a European firm while Ghanaians are sent abroad for training in cotton technology in preparation for taking over the management. The Secretariat intends to produce a series of pamphlets on management techniques for distribution among the enterprises it supervises. It is organising a series of evening courses for managers of state enterprises and recently brought together 40 top managers for a seminar on general management problems. This included lectures and group discussions on financial planning and control, business planning and marketing.

The Secretariat does not propose to intervene in the day-to-day management of its enterprises, but will call for regular reports and statistics from each for analysis.

In the private sector one of the most serious shortages of management skills lies in the accountancy and financial management sector. Formerly courses leading to British accountancy qualifications were run by the College of Administration but more recently an Association of Ghanaian Accountants has been formed. It is their intention to follow the British pattern of courses leading to comparable accountancy qualifications but as yet, no courses have been started. This has resulted in a serious hiatus in the training of qualified accountants aggravated by the fact that no correspondence courses adapted to Ghanaian practice are available. Some students are sent to the United Kingdom to take courses leading to the examinations of the Institute of Cost and Works Accountants, but these lack practical experience of industry. In the personnel management function the most fruitful source of candidates is from among government labour officers.

Direct recruitment of new university graduates for management training is practically impossible as Ghanaian graduates are mostly bonded by the Government for five years to pursue directed employment in government service or teaching. Recently, due to improved educational resources, the average age of graduates has fallen from 29 to 24 years of age, but, because of the five-year bond, they do not become available for industrial employment until about age 29.

So far as management training is concerned Ghana is a country which appears to welcome innovation and experiment with real enthusiasm and its National Productivity Centre as it develops may well prove to be a valuable trial ground for new teaching techniques and aids.

A. STATE-OWNED AND JOINT STATE/PRIVATE ENTERPRISES IN OPERATION

(1) Industrial and Manufacturing State-Owned Enterprises

	Location
1. Ghana Metal Industries Corporation	Accra
2. Sanco Consolidated Corporation	Tema
3. Ghana State Mining Corporation	Tarkwa Prestea Dunkwa Bibiani Takorowase

Industrial and Manufacturing State-Owned Enterprises (contd.)

		Location
4.	Ghana Distilleries Corporation	Accra
5.	Ghana Cannery Corporation	Nsawam
6.	State Furniture and Joinery Corporation	Accra Kumasi
7.	Ghana Boatyards Corporation	Tema Sekondi
8.	Ghana Paint Corporation	Tema
9.	Ghana Brick and Tile Corporation	Weija
10.	Ghana Marble Works Corporation	Accra
11.	Ghana Match Corporation	Kade
12.	Paper Conversion Corporation	Takoradi
13.	Fibre Bag Manufacturing Corporation	Kumasi
14.	Kwame Nkrumah Steel Works Corporation	Tema
15.	Vegetable Oil Mills Corporation	Accra Esiama Atebubu Denu Tamale Bawku Asesewa

(2) Industrial and Manufacturing Joint State/Private Enterprises

16.	Dorman Long (Ghana) Limited	Accra
17.	Ghana Aluminium Products Limited	Tema
18.	Ghana Pioneer Aluminium Factory	Tema
19.	Kumasi Brewery Limited	Kumasi
20.	GHAIP	Tema
21.	Lever Brothers Soap Factory	Tema
22.	Crystal Oil Mills Limited	Accra
23.	West African Mills	Sekondi
24.	Ghana Bottling Company	Accra

(3) Trade and Service State-Owned Enterprises

25.	Ghana Tyre Service Corporation	Accra
26.	Ghana Laundries Corporation	Accra Takoradi Kumasi Ho
27.	Ghana National Trading Corporation	Throughout Ghana
28.	Ghana National Construction Corporation	Accra
29.	Ghana Hotels and Tourist Corporation	Accra
30.	Ghana Housing Corporation	Accra
31.	Ghana Airways Corporation	Accra
32.	Film Production Corporation	Accra
33.	Ghana Graphic Company	Accra
34.	Ghana Cocoa Marketing Board	Accra
35.	Timber Marketing Board	Accra
36.	Diamond Marketing Board	Accra
37.	Black Star Line	Accra
38.	Ghana Cold Stores	Tema Accra
39.	Star Bakery	Accra
40.	Ghana Fishing Corporation	Tema

(4) Trade and Service Joint State/Private Enterprises

41.	Ghana Cargo Handling Company	Tema Takoradi

(5) Agricultural State-Owned Enterprises

		Location
42.	State Farms Corporation	Throughout Ghana

B. STATE-OWNED AND JOINT STATE/PRIVATE ENTERPRISES UNDER CONSTRUCTION

(1) Industrial and Manufacturing State-Owned Enterprises

		Location
1.	Sugar Products Corporation	Akuse Komenda
2.	Meat Processing Factory	Bolgatanga
3.	Ghana Cocoa Products Corporation	Tema Takoradi
4.	Shoe Factory	Kumasi
5.	Glass Factory	Aboso
6.	Integrated Textile Factory	Tema
7.	Ghana Electronic Products Corporation	Tema
8.	Interlocking Industrial Complex	Tema
9.	Fish Processing Industrial Complex	Tema

C. ENTERPRISES ABOUT TO BE CONSTRUCTED

(1) Industrial and Manufacturing Enterprises

1.	Ghana Pharmaceutical Corporation	Accra
2.	Incandescent Lamp Factory	Aboso
3.	Leather Factory	Aveyime
4.	Gold Refinery	Tarkwa
5.	Rubber Tyre Plant	Bonsaso
6.	Tomato and Mango Processing Plant	Wenchi
7.	Pineapple Processing Plant	Nsawam
8.	Tomato Processing Plant	Pwalugu

D. ENTERPRISES UNDER STUDY

(1) Industrial and Manufacturing Enterprises

1.	Commercial Explosives Project	Unknown yet
2.	Solo Motors	Accra
3.	Match Factory	Unknown yet
4.	Mechanical Plant Machine Tool Factory	Unknown yet
5.	Cement Clinker	Takoradi
6.	Ceramics	Cape Coast
7.	Asbestos Cement Factory	Unknown yet
8.	Chinese Pencil Factory	Unknown yet
9.	T.V. Assembly Plant	Unknown yet
10.	Disc. Processing Plant	Unknown yet
11.	Fishing Nets Factory	Unknown yet
12.	Towel Manufacturing Project	Unknown yet
13.	Paper and Pulp Manufacturing	Unknown yet
14.	Iron and Steel Works Factory	Unknown yet
15.	Toys Production Factory	Unknown yet
16.	Chinese Cotton Knitwear Factory	Unknown yet
17.	Twine and Cordage Factory	Unknown yet
18.	Enamelware Factory	Unknown yet
19.	Solar Salt Industry	Unknown yet
20.	Cotton Textile Industry	Tamale
21.	Chinese Integrated Cotton Textile Industry	Unknown yet
22.	Veneer and Plywood Factory	Unknown yet
23.	Starch Plant	Unknown yet

ENTERPRISES UNDER STUDY (contd.)

(2) Trade and Service Enterprises

	Location
24. Slaughter House	Kumasi
25. Food Storage Centre - Tapioca and Macaroni	Unknown yet

5. IVORY COAST

Visited: April and October 1964.

Area: 127,520 square miles.

Population: 3,280,000, including 28,000 French.

Density: 25 per square mile (1958).

Numbers in Employment at 30 June 1962 (2,118 establishments).[1]

Private Sector

Agriculture, forestry and fisheries	84,730
Mining	2,135
Mechanical and electrical engineering	6,000
Sundry conversion industries (food, chemicals, textiles, etc.)	6,500
Building: Public works	21,300
Woodworking	6,150
Transport and docks	14,100
Commerce	10,950
Banking, insurance, professional services	1,500
Domestic servants	9,710
Sundry services (health, hygiene, etc.)	4,840
	167,915

Public Sector

Administrative Services	29,100
	197,015

PRINCIPAL PRODUCTS AND MANUFACTURES

Agriculture: Coffee, cocoa, rice, bananas, timber, cattle.

Mining: Manganese, diamonds, gold.

Manufacturing: Grain-milling, bakeries, fruit juices, jam, soluble coffee, beer, mineral waters, palm oil, soap, margarine, tobacco, matches, oxygen and acetylene, plastics, cellulose.
Textiles and clothing.
Woodworking, furniture, boxes.
Car assembly. Cycles.
Shipbuilding.
Aluminium rolling.
Metal boxes, kitchenware, bedsteads.
Metal working and expanded metal.
Nails and screws.

Management Training Facilities

1. Centre de Formation et de Perfectionnement du Personnel d'Encadrement

Established in January 1961 under the guidance of the Director of Manpower and of the training section of the Fédération des Industries Mécaniques et Transformatrices des Métaux in France, this Centre is among the most effective seen in Africa. It operates under the control of the Director of Technical Education and the Ministry of National Education and from the start has had the full support of the employers in Abidjan. It is financed partly by government grant and partly by the fee support of the companies it serves. In addition to their teaching duties the staff publish instructional material and carry out some consultancy work for member firms.

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[1] Source: Returns to the Manpower Office, Ministry of Labour and Social Affairs.

Currently the Centre engages in the following activities for different levels of management:

1. For directors and senior managers: seminars and discussion groups and courses in training methodology.
2. For supervisors: a two-year, part-time, course in order-giving, human relations and technical and administrative management. Up to June 1963, 492 students had completed or partially completed the course on order-giving.
3. A preparatory course for supervisors comprising two terms of four months in the basic subjects of reading, writing and simple arithmetic.
4. For personnel managers' courses on recruitment, selection and promotion.
5. For training officers and European managers who are training their African successors - courses in training method seminars and discussion groups.
6. For member firms - advice on work organisation, psychological problems and safety.
7. Specialised short courses in worker training, method study, work simplification, accident prevention, order-giving, development of oral expression, public relations, sales methods and the conduct of meetings.
8. For personnel at all levels the provision of special training programmes adapted to the needs of each enterprise.

A new building, financed by French aid, to house the Centre, comprising administrative offices, lecture rooms and a closed circuit television studio, was opened in 1963, equipped with a wide range of modern teaching aids. The use of closed circuit television enables several classes simultaneously to receive instruction in such subjects as development of vocabulary and arithmetic. As the Centre is situated in the middle of an industrial estate it has proved possible to extend instruction by television to classes held inside the factories of member firms. Receiving sets are now installed in no fewer than 36 factories on the estate. In addition, the national television transmitter is used for classes for an hour-and-a-half on two evenings a week for classes in French vocabulary given by members of the staff. As a teaching aid yielding great economy of teacher effort and wide average closed circuit television used in the manner described merits much wider consideration by management training centres.

Much of the instruction in the Centre is based on local case study material dealing with current problems of management in the country. The teaching staff participates with local management in the definition of training and promotion policies and the methods taught are those approved by member firms who reinforce them in the work situation. Courses are run mostly in the evenings but some of the member firms have invited the staff to conduct supplementary courses on their own premises during the daytime.

A note on the teaching of French to potential supervisors is of interest. The problem was posed by the Employers Association in October 1962 in the following terms and has relevance to many other African countries:

"1. There are a number of skilled workers in every firm who would make excellent supervisors but who cannot be promoted because they can neither read nor write.

2. All attempts to teach literacy by in-plant training have so far failed.

3. Management asks:

   (a) that methods of teaching be developed which are more effective and more attractive than conventional scholastic techniques;

   (b) that training time be reduced to less than six months;

   (c) that the objective to be attained by the students should be the comprehension by them of documents and terms relating to the function of supervisors."

A teaching experiment was carried out by the Centre which made it possible.

(a) to construct a basic vocabulary drawn from current industrial life in the local community;

(b) to produce a resulting series of teaching documents;

(c) to perfect teaching methods which meet the training needs.

Already more than 200 African workers have undergone this teaching, the use of closed circuit television enabling two or more classes to be taught simultaneously. By these means Africans of good supervisory calibre have been enabled to gain promotion to junior management ranks.

The Centre plans to start courses for small African businessmen in basic management control subjects shortly. Discussions have opened with neighbouring French-speaking territories to extend the teaching activities of the Centre to several countries on a travelling circuit basis.

2. L'Institut de Perfectionnement des Cadres Supérieurs de l'Administration des Entreprises: Centre d'Enseignement Supérieur de l'Université d'Abidjan

The Institute was established in November 1963 and is moulded on the pattern of some 17 similar institutions set up by universities in France to train managers for industry and commerce. There are currently 28 students in the first year of study and 14 in the second year. Instruction is given for six hours weekly on two evenings and Saturday afternoons. Students are in the age group 25-40 and most are seconded from current employment in industry and commerce at junior management level. The syllabus includes study of economics, business law, accountancy, statistics and industrial relations. In the second year scientific management, commercial practice, social psychology, work simplification, location of industry and sales policy are studied with ancillary subjects. Case studies are widely used and successful students receive a diploma at the end of the course.

3. Chamber of Commerce

The Chamber of Commerce runs courses in commercial subjects including one in accountancy to an advanced level.

4. C.E.G.O.S.

From time to time C.E.G.O.S. from Paris offers short courses in some management subjects.

5. Civil Service Training

A number of the ministries run internal courses for training their own senior and middle grade staff. There is some management content in many of these courses.

The Ecole Nationale de l'Administration runs two classes of two years each for candidates for employment in categories A and B in the Administration. Currently in category A there are 20 students in each of the two years and in category B, 50. The category B course includes instruction in order-giving and human relations.

6. Retail Management

There are two wholesale chains in Ivory Coast which devote a great deal of effort to training African managers or owners of their associated shops around the country. In one, a voluntary chain with over 60 members, each owning his own store, the Company runs frequent initiation courses covering subjects such as simple accountancy, mark-up, credit control, display and customer relations. Illiterate shopkeepers are encouraged to attend local literacy classes.

The second is a chain group owning 140 stores each with a company-employed African manager. Trainee managers spend some months in one of the stores as salesmen and then pass through a 15-day course in the company's training school which includes a model shop. Those who succeed on the course go back as salesmen to await a vacant managership. The school is excellently equipped for demonstrations of stock-display, sales promotions, stock and cash control, retailing practice and the like as well as for classroom work. A well prepared manual is given to each student on completion of his course to remind him of what he has been taught at the school.

Both companies stated that one of their greatest problems was to inspire African trainees with the self-confidence needed to run a small business. Frequently they are very reluctant to accept personal responsibility and needed constant encouragement and advice from travelling inspectors to support their morale. Many had however gained confidence and become successful managers.

COMMENT

Among the African countries visited Ivory Coast possesses some of the most effective management training facilities observed, particularly at junior management level. In contrast to this, however, the process of localisation of management positions, particularly at middle and higher levels, has advanced surprisingly little. In a discussion with a group of employers the number of Africans holding positions in management at these levels was put at no higher than 3 per cent. This was attributed to the pitifully inadequate supply of young Africans with secondary education who were available for industrial and commercial, as opposed to government, employment. Employers at this stage of the country's development were forced to concentrate training at supervisory level in the hope that one day a few trainees might prove suitable for development on the job to fill some positions at a higher level. It was pointed out that when an expatriate manager was replaced by an Ivoirien, the job content had to be drastically adjusted to match the knowledge and capability of the successor. In Europe, youth is subjected to training and exposure to the industrial way of life first in his family circle, secondly at school and thirdly at work and in his adult social environment. In Africa, the first is very limited, the second is as yet quite inadequate and hence, the third assumes vital significance. Not infrequently, physical malnutrition has to be contended with and while at first the new entrant to industry may give satisfaction, his interest often wanes a few weeks later. In village life there is fundamental security and everything is ordered to the last detail for the inhabitants. In industry there is little personal security and frequently an absence of personal satisfactions.

As to the supply of potential management talent the immediate future seems to hold little promise. Apart from the preference of young Ivoiriens for employment in government service as opposed to industry and the policy of government to steer good school and university leavers into the public service the quality and quantity of the school output remains inadequate. This is largely due to the inadequate qualifications and numbers of teachers. There are about 7,000 primary teachers in the country for 350,000 pupils, but of these teachers only 385 are fully qualified.

In the absence of strong political pressure and having regard to the inadequacy of available educated talent it seems likely that the process of Africanisation of management positions in Ivory Coast will be much slower than in some of the other countries visited. The possibility of developing common management training facilities to cover the neighbouring group of French-speaking countries with Ivory Coast seems well worth serious consideration. Such a proposal, however, must involve a readiness to subdue emotions of national pride in newly-won independence.

6. MALAWI

Visited: September 1964.

Area: 49,000 square miles.

Population: 3,922,000 (estimate 1963).

Density: 73 per square mile (1960).

Numbers in Employment (March 1964):

Sector	Africans	Non-Africans	Total
Agriculture, forestry, fishing	48,800	350	49,150
Mining and quarrying	300	10	310
Manufacturing	5,600	400	6,000
Construction	15,600	330	15,930
Electricity, water, sanitation	1,100	80	1,180
Commerce	9,000	1,520	10,520
Transport and communications	4,900	500	5,400
Domestic service	8,600	–	8,600
Other services including government	25,100	1,930	27,030
	119,000	5,120	124,120

Principal Products and Manufactures

Agricultural: Tea, tobacco, coffee, groundnuts, cotton, tung oil (used in paint manufacture).

Mining: Very little activity: there are some deposits of iron ore and limestone.

Manufacturing: Soap, cigarettes, furniture, cement, brickmaking, clothing.

Source: Ministry of Trade and Industry.

Average annual earnings in 1963 were £68 per annum for Africans and £1,156 per annum for non-Africans. African earnings were highest (£117 per annum) in transport and communications and lowest (£39 per annum) in agriculture, forestry and fishing.

Management Training Facilities

1. **Institute of Public Administration**

The Institute exists for the training of administrative and executive staff for the government service only. The following courses are run:

	Students
Administrative and executive group	22
Law	20
Magistrates	8
Local court officials	23
Co-operative management	27
	100

Competition for places on courses is high: recently 800 applications were received for 40 places.

2. The Polytechnic

A new Polytechnic building is under construction at Limbe. No final decisions appear to have been taken as yet on the courses to be offered and whether these will include any in the management or supervisory fields. Informal discussions have taken place between the Employers' Consultative Association and te new Deputy Principal concerning the possibility of forming a voluntary associaton of senior managers who would undertake to devote a number of hours each month t teaching in their respective specialist fields of management of Polytechnic courses. In return they would hope to have access to an up-to-date reference library and the Polytechnic might offer accommodation for management meetings ad seminars developed in future.

This is an interesting suggestion in a country totally lacking in public management training facilities for industry and commerce. It remains to be see whether it will come to fruition.

3. The College of Commerce

The College provides a variety of courses in commercial and clerical subjes but none directly in the management field.

4. The Rhodesian Institute of Management

Prior to the dissolution of the Federation at the end of 1963 the Institut had a branch in Nyasaland. The branch has now completely disbanded. Before disbandment the branch had run three supervisory courses, only one of which is reported to have been well supported.

5. In-Company Schemes

A number of the larger concerns (tea, tobacco, the railway, etc.) run some sort of in-plant management and supervisory training schemes. In the tea plantations for example seven Malawians were specially engaged as management trainees for tea assistant positions in 1963 and a further nine commenced training in 1964. A tobacco company sends its trainees to larger establishments in its group in neighbouring territories for development. The railway operates a large residential training centre for its technical and operating staffs which includes some supervisory training. The Farmers' Marketing Board has set up a training school for its supervisors in Limbe. The course runs for one year and is conducted partly in the classroom and partly on a practical level in the rural markets during the season. On completion of the course students spend one year working with existing supervisors in the markets. Annual intake at Limbe is 15 students and a second course for 12 students is to be started at Lilongue next year. The urgent need for such training is evidenced by the loss of 28 expatriate officers from the Board's service in the previous year.

COMMENT

Although among the most beautiful of African countries, Malawi almost wholly lacks mineral resources and must subsist largely on agriculture, cattle-rearing and forestry. Only some 6,000 are employed currently in manufacturing, 16,000 in construction and 5,000 in transport. While a number of small secondary industries have been set up they seem unlikely to develop rapidly or to multiply greatly in the early years of independence.

With the demise of the former Nyasaland Branch of the Rhodesian Institute of Management the country is left with no source of industrial and commercial management training other than the in-plant training schemes established by some individual employers. There is, however, a widespread awareness in Government and among employers in agriculture, construction and industry of the urgent need to develop management training facilities particularly at supervisory level. The process of localisation of junior and middle-management positions is being seriously retarded by the total absence of training facilities at national level. Meanwhile, there is a continuing wastage of expatriate managers which may well accelerate in an atmosphere of political uncertainty. Moreover, the cost of employing expatriate managers, including allowances and fringe benefits, is very high and it is becoming ever more difficult to attract European recruits of good calibre and adequate training. In the large plantations, in particular, the near total absence of qualified middle-management levels is being increasingly recognised as a serious threat to their future.

Fortunately rapid advances are now being made in educational provision at primary and secondary levels, although there is still a long way to go to meet the country's needs for an educated middle class. At primary level, for an estimated child population aged 6-12 inclusive in 1963 of 658,315 there were available 263,835 school places in assisted primary schools. At secondary level in 1963, 1,049 children entered Form I. Pupils sitting school certificate examinations will rise from 389 in 1963 to 1,520 in 1968. Of these, about two-thirds are thought likely to pass. There is as yet no university in Malawi, but in November 1963 there were 179 students attending courses at degree or post-graduate level outside the country and 230 attending professional, technical and vocational courses below degree level.

The Government is taking strenuous steps to improve the output of pupils at secondary level. In January 1964 seven new day secondary schools were opened and eight more are planned to open in 1965 and a further seven in 1966.

While the relatively modest numbers employed in industry do not appear yet to justify the establishment of a full-scale Productivity/Management Training Centre, the immediate needs of Malawi might be met by assistance in the provision of a small training team comprising experts in supervisory training and industrial engineering. Such a team might be based on the new Polytechnic currently under construction, but should operate for much of the time out in the plantations and factories stimulating the development of in-plant supervisory training schemes and method improvement.

7. THE REPUBLIC OF NIGER

Visited: November-December 1963.

Area: 459,000 square miles.

Population: 3,000,000.

Density: 5 per square mile (1957 estimate).

Numbers in Employment (in the private and semi-public sectors at 31 December 1962)

	Men	Women	Total	Per cent.
Nigerians	3,709	37	3,746	60
Other African	1,946	33	1,979	32
European	426	106	532	8
	6,081	176	6,257	100

In addition to the above there were estimated to be 2,500 employees in domestic service.

About 9,500 were employed in the public service.

Principal Products and Manufactures

Agriculture: Groundnuts, edible oil, cattle, sheep, goat hides, cotton.

Mining: Small quantities of tungsten and tin.

Manufacturing: Oil milling, cotton ginning, cement, metal work.

Management Training Facilities

None, except for the National School of Administration until recently confined to the training of civil servants. There are plans, with assistance from the Special Fund of the United Nations, to expand this school to meet some of the training needs of the semi-public sector.

COMMENT

The country occupies an area about twice that of France with a population of little more than 3 million. Adequate rainfall is limited to a quarter of the country's total area, where production is concentrated.

It is a country of statistical extremes, e.g. (in 1963):

92.3 per cent. of children of school age did not attend school. More than half the primary school teachers did not themselves hold a Certificate of Primary Studies. The increase in school attendance from 4.7 per cent. in 1961 to 7.7 per cent. in 1963 was achieved at the expense of a serious fall in the qualifications of the teachers.

98 per cent. of the population is Muslim.

97.5 per cent. of the population live away from the only four towns of any size: Niamey, Maradi, Zinder and Takora.

96 per cent. of the population is engaged in agriculture, livestock, fishing, handicrafts and other rural pursuits.

About half the salary and wage-earners are in government and local service at national and local levels.

In the whole of the private and mixed economy sectors of industry and commerce (6,257 employees at December 31, 1963) there were only nine apprentices in employment.

Some small extension of industrial activity is planned, including, in addition to the cement works, meat canning, textile mill, a tannery and a brick works probably to be located in the growing mixed economy sector.

With such modest industrial expansion, management training requirements are unlikely to be extensive and it is hoped that the expanded School of Administration will be able to meet the need, at least for the public and semi-public sectors. The private sector is largely controlled by French management.

8. NIGERIA

Visited: March-April 1964.

Area: 356,669 square miles.

Population: 37,200,000 (1963 estimate).

Density: 93 per square mile (1960).

Numbers in Employment (January 1963):

Sector	Total Employed	High Level Manpower[1]
Federal and Regional Government	102,992	26,743
Local Government	72,821	14,876
Public Boards	67,531	7,608
Private Establishments	164,053	33,573
	407,397	82,800

Private Establishments 1963

	Nigerian	Expatriate	Total
Senior Managerial and Administrative Staff	1,590	2,116	3,706

Principal Products and Manufactures

Agriculture:	Cocoa, palm oil, palm kernels, groundnuts, cotton, sesame seeds, soya beans, rice, citrus fruits, bananas, coffee, ginger, livestock, hides and skins.
Mining:	Tin, columbite, oil, coal, iron ore, granite.
Manufacturing:	Meat canning, bacon curing, dairy products, rice and flour milling, bakeries, confectionery, margarine, soap, baby foods, brewing, mineral waters, cigarettes, textiles, clothing, footwear, rope and twine, umbrellas, plywood, sawmilling, furniture, printing, stationery, leather, tyres, rubber products, chemicals, pharmaceuticals, building materials, cement, ceramics, metal containers, domestic hollerware, nails, boatbuilding and ship repairs, radios, gramophone records, vehicle assembly, cycles, paint, plastics, sewing machine assembly.

Management Training Facilities

It proved impossible to trace any single source of information covering all types of management training available in Nigeria. The list which follows cannot be regarded as exhaustive, but covers federal territory and Northern and Western Nigeria principally.

1. Nigerian Institute of Management

The Institute, which has company and individual membership, holds management conferences, meetings, lectures, discussion groups and film shows. Branches have been established in Lagos, Ibadan, Port Harcourt and Jos and others are planned. Following a recent substantial grant from the Ford Foundation and technical assistance from the British Institute of Management it is hoped to extend its activities, including training, and its memberships. The Institute has organised a study tour to the United States.

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[1] High level manpower excludes teachers and research staff and includes staff from university degree level down to qualified craftsmen. Source: National Manpower Board, March 1964, Nigeria's High-Level and Skilled Manpower 1963-68.

2. University of Lagos - Faculty of Business and Social Studies

The University, established in October 1962 as a federal university, offers through its School of Business and Social Studies three-year daytime and five-year evening degree courses as well as an extra-mural programme of seminars, conferences and workshops. The school has a projected student body of 450. The four main degree courses are in Business Administration, Public Administration, Accounting and Economics. During the first year 350 applicants were screened and 46 took the first year of day degree work, the average age of entry being 25 and the oldest student 41. In the second year 50 day and 50 evening students were accepted. By 1967/68 it is planned that there will be 150 day and 250 evening students. The school has been established with the co-operation of New York University, but it is hoped to develop a fully-qualified Nigerian faculty by 1968. The majority of the students so far admitted to the degree courses have no industrial background.

3. Ife University

The Institute of Administration at the University has ten post-graduate students in its first year and hopes to increase this to 30 next year. Students are employed in regional and local government service. In later years it is hoped to admit students from other English-speaking African countries and a proposal is under consideration to admit some industrial managers to the course.

The Institute also runs shorter courses, seminars and workshops designed to equip senior and professional officers with the most modern concepts and techniques of planning decision making and management. Special "boot strap" tutorials, conducted outside working hours are designed to prepare serving middle-level officials for promotion. A wide-ranging research and consultancy service is run for national and local government departments.

4. Ibadan University

The University runs no internal management courses as such, but lectures in industrial relations are included in the degree course of the Faculty of Social Studies.

The Extra-Mural Department runs an annual seminar of ten to 14 days' duration on industrial relations. Last year 169 students attended from all over the country. From time to time an additional longer course of from two to two-and-a-half months is run on a residential basis for 30 students from both sides of industry. This course includes lectures on economics, government, law, industrial relations and management problems. The trade union and management groups divide into separate classes for some subjects and come together for others. Lectures from senior managers in industry are included. The Department is considering the provision of short courses for small businessmen a little later on. They are very conscious of the urgent need for such courses.

Evening classes in industrial relations have been started in provincial centres all over the country on the basis of one evening a week for 20 weeks. These courses are well supported and clearly meet a strong demand.

5. Ahmadou Bello University: Institute of Administration: Kaduna

The Institute is devoted wholly to training in public administration: there are two to three hundred students at any one time studying on a diploma course leading, for the more able students, to a degree course.

6. Civil Service Training School: Ibadan

The school, originally established for clerical training of government and local government employees, has recently added a management school designed to train middle grade officers for promotion through short courses.

7. Co-operative Training College: Ibadan

This residential College has accommodation for some 40 students. The syllabus includes a one-year academic session for inspectors and auditors and a number of refresher courses for various groups of officials in the movement, including members of committees and boards of management. Management subjects taught include accountancy, marketing, personnel management, conduct of meetings and communications.

8. Technical Colleges

Six technical colleges are in existence, under construction or planned at Enugu, Port Harcourt, Kaduna, Ibadan, Bauchi and Lagos. It is planned to include in their curricula some management courses on a part-time and/or residential basis. Nigerian counterparts will work with the expatriate teachers and ultimately take over all instruction. One difficulty to be surmounted is that technical colleges have been based on craft instruction of students with only primary education entrance level, inadequate for management development needs. It is hoped later as basic educational facilities are extended to limit technical school entry to students with a minimum of eight years' schooling.

The Nigerian Development Plan makes provision for a National Advisory Council on technical education and industrial training with 40 members, including strong employer representation. The Council will have standing committees on management training in each region.

9. Management and Supervisory Training Centre: Yaba College of Technology

The Centre was established in 1959 by Production Engineering Limited, a U.K. firm of management consultants and enjoys a measure of government subsidy. Short courses of up to three-and-a-half weeks' duration are run for practising managers and supervisors, sponsored by their employers and drawn from government service and the private and public sectors of industry and commerce. The proportion of students from each source has averaged 10 per cent. from Government, 40 per cent. from public corporations and 50 per cent. from the private sector. In five years some 1,500 students have taken courses which have been run at 90 per cent. capacity.

The teaching staff also give lectures in management subjects to senior engineering and commercial classes in the College of Technology. Courses in stores and stock control and management staff development have proved especially popular. About 140 employers, mostly in the Lagos area, have sent students over the past five years. Three new courses are being planned, one on management control.

The staff currently comprises a management consultant, three lecturers and an executive assistant. It is the aim of Production Engineering Limited to complete Nigerianisation of the Centre in about a year's time and then to withdraw.

10. I.L.O. Vocational Training Centre, Kaduna

This is a branch of the large I.L.O. Vocational Training Project at Yuba near Lagos. Currently, a supervisory training course of six weeks' duration is being run for 13 students drawn from industry and public service in every region. The best of the group will receive further instruction as potential trainers.

11. Lagos Chamber of Commerce Courses for Small Businessmen

These courses were originally started on an experimental basis by the United Africa Company, but when developed they were handed over to the Lagos Chamber of Commerce to conduct. The first of the courses run by the Chamber was not very successful but the second attracted 18 small entrepreneurs of whom 15 attended all eight of the evening sessions and paid three guineas each. The Chamber provides the instructors, mostly drawn from member firms, but now needs further help to get the courses on to a firm footing. The courses appear to meet a real and pressing need and a committee has been set up representing the Ministry of Economic Development, the National Employers Consultative Association and the Lagos Chamber of Commerce to develop the courses and to advise and follow up course members. Other examples of training for small businessmen follow.

12. Ministry of Trade and Industry: Northern Region

Recognising a great need to encourage and develop small indigenous businesses in the region the Ministry send out their commercial officers on lecture tours to small towns in the provinces. Simple lectures are given to small entrepreneurs on basic economics, the true function of banks (apparently frequently misunderstood), credit control and how to establish and operate a successful small business. These lectures have proved successful and are well attended, but the shortage of trained commercial officers and available staff time seriously impedes their extension. It is hoped ultimately to station a commercial officer to guide and instruct small businesses in each centre in Northern Nigeria when staff and resources permit.

13. Ministry of Trade and Industry: Western Region

So convinced is the Ministry of the need for more management training at the level of small business that it is setting up a training unit in the Industries Section of the Ministry. Courses for traders in bookkeeping elementary economics, purchasing, display and the like will be conducted in provincial towns by the Ministry's Trade Officers using display rooms and visual aids. Subjects taught will include preparation of accounts and methods of identifying which lines carried by traders are really profitable and which are not. Simple pamphlets are to be prepared on these and allied subjects, related to the students' types of trade.

14. Nathan Brothers

This American firm of economic consultants is said to be preparing courses for small businessmen.

15. U.S.A.I.D.

American Aid has arranged overseas study tours for experienced managers and some 15 have already gone abroad for three month tours from both the public and private sectors. Countries visited include U.S.A., U.K., Germany, Israel, Japan, Sweden, Denmark and India. It is interesting to note that Nigeria is offering similar study tours in Lagos to other African countries.

16. Northern Nigeria Development Corporation

The Corporation which has interests in 47 undertakings embracing a very wide range of products hopes shortly to appoint a full-time training officer to assume responsibility for developing management training activities within the group.

17. Ministry of Agriculture and Natural Resources: Western Region

Among the various training courses available in the region in agriculture is a two year Diploma Course for agricultural superintendents. The course has a substantial management content and successful students are bonded for three years after training and sent out to work in the bush.

18. Federal Ministry of Labour, Lagos.

The Ministry has recently established a Personnel Management Advisory Service on the lines of that operated by the Ministry of Labour in U.K. Advisers will visit undertakings, mostly small, all over the country to advise on industrial relations and personnel problems, encourage the setting up of personnel departments and report to the Ministry on training needs. A number of courses are being planned including one on human relations at appreciation level for top management. Lectures will mostly be given by senior personnel managers from the bigger companies to groups of about 20 owners of businesses. Later it is hoped to start joint week-end courses for shop stewards and foremen and perhaps further supervisory courses on T.W.I. lines. An industrial relations handbook is to be compiled from a series of leaflets which it is planned to issue to Nigerian companies.

19. Ford Foundation

In addition to its extensive contribution to the development of universities and training for public administration, the Foundation has been conducting its workshop in Human Relations up to six times a year since 1960 in all parts of Nigeria. The workshop is run on the lines developed by the Bethel group in U.S.A. and the Tavistock Institute of Human Relations in U.K. These courses have also been run in Ghana and East Africa. Workshops are of two main kinds: a preliminary course of one week and an advanced course of from ten days to two weeks. About 250 Nigerians and 200 Ghanaians have already been through workshops. Two special courses were designed for banking at manager and assistant manager level and one on investment policy was attended by 40 students, many from insurance companies.

20. Shell-B.P. Limited

The Company, which conducts a comprehensive range of internal management training courses at all levels, occasionally invites other companies to send students on its middle management courses. These courses, which are on a residential basis for one week, include a mixture of Nigerian and expatriate staff.

Most of the larger organisations in Nigeria operate effective in-company management training schemes based on Nigeria and, in some companies, overseas.

COMMENT

Of all the African countries visited Nigeria is perhaps the most developed, economically, industrially and educationally, as well as having the largest population. The new census just completed gives a preliminary total of 55 million, but this is subject to confirmation.

In the field of management development and training the picture is one of an astonishing amount of activity, largely unco-ordinated, and nation-wide. Formal training courses in management run from full scale degree courses at under-graduate level to simple classes for small businessmen designed to teach them the basic "hows" rather than "whys" of running a business. Much of the training effort is fragmented and sometimes intermittent but most of the courses visited were doing sound work and appeared to be well supported.

Behind all this effort there appears to be general agreement as between Government, federal and regional, industry, commerce and teaching establishments as to the need for effective co-ordination of training activity. One solution which has been widely discussed is for the establishment of a central institute of management or a management training centre, independent of, but supported by, Government and controlled by a widely based council, representative of all appropriate interests. Opinions differ whether such a focal point should be set up by a government department or whether the Nigerian Institute of Management should be strengthened and developed with substantial aid from Government, international agencies and industry and commerce, to undertake this role. It is difficult to forecast which view will ultimately prevail. In either case a tremendous amount of preparatory work remains to be done if adequate co-ordination of training effort and agreement on the purpose and activities of a central body is to be achieved.

What is perhaps especially encouraging, by comparison with several of the other countries visited, is the very widespread conviction held by all sectors concerned of the vital contribution of management training to the growth of the economy. Coupled with this conviction is the very substantial and effective progress which has been achieved already in the process of Nigerianising management positions at all levels in public and private undertakings and the civil service. A good example of this achievement is provided by the Nigerian Ports Authority where as a result of planned and intensive training at home and in major overseas ports practically all of management from the very top to bottom is in the hands of Nigerians. Since its creation in 1954 over 6,000 of the Authority's staff have undergone some full-time training appropriate to their employment and advancement. It is encouraging to note in the Authority's accounts to March 1963 that the trading profit under this management was £1.4 million and that, after various adjustments the net surplus was £550,000. It is to be hoped that this achievement will not escape the notice of those in other African countries who maintain that many years must pass before the senior and even middle ranks of management in large undertakings can effectively pass to Africans. Nigeria is of course fortunate in having a longer history of development than most and particularly in the development of secondary and higher education but full exploitation of this advantage has been based on wide appreciation and implementation of the need for planned and continuous training of available talent for promotion.

9. SIERRA LEONE

Visited: October 1964.

Area: 27,925 square miles.

Population: 2.25 million (1962 estimate).

Numbers in Employment: (in establishments employing *six* persons or over[1]).

	1956	1961
Agriculture, forestry and fishing	1,414	3,572
Mining and quarrying	5,418	8,270
Manufacturing	2,321	4,452
Construction	8,300	10,392
Electricity and water services	997	1,465
Commerce	4,498	4,261
Transport, storage and communication	8,032	7,145
Government and other services	9,955	17,465
Total	40,935	57,022

Principal Products and Manufactures

Agriculture:	cocoa, coffee, palm kernels, piassava, kola nuts, ginger, rice.
Mining:	diamonds, iron ore, bauxite, chrome ore.
Manufacturing:	tobacco, brewing and distilling, furniture and woodwork, automobile servicing, paint, perfume, food processing.
	Projected: shoes, textiles, diamond cutting, oil refinery.

Management Training Facilities

Apart from some in-company training schemes conducted by the larger employers (mining, tobacco, oil, commerce, etc.) there are currently no management training facilities available for industry or commerce. In 1962 the University College of Fourah Bay organised two experimental short management seminars sponsored by one of the oil companies, but the response was disappointing. It is clear that the University now regards itself as wholly dedicated to the production of future civil service administrators and recruits to the older professions. Young graduates are strongly averse to seeking careers in industry and commerce, partly because they consider pay, conditions and personal prestige would be less than that offered in government service (there is some evidence that this opinion is inaccurate), and partly because of rumours in the University that young graduates entering industry were badly treated and allocated menial jobs (there is again no evidence to support this view).

The Civil Service Training College, founded in 1962, runs short induction courses for recruits at all levels, 14-week courses for government cadets and for accountants, a three-week management development course and one of similar duration for supervisors. In the past the College has offered three places on each management development course to management trainees from the private sector, but the response has been negligible. The College is currently making a 40 minute film of real life problems in Freetown for teaching purposes.

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[1] Source: Annual Report of the Labour Division, 1962, amended 1963.

COMMENT

Sierra Leone is typical of most of the other African countries visited. It has a longer social and commercial history than many, the oldest University College in West Africa and yet virtually no middle class. In the second half of the nineteenth century there was a thriving middle class of Sierra Leoneans in control of commerce. At the turn of the century, as they prospered, these businessmen sent their sons to Europe to be educated. Most of these elected to study for the older professions and, on completion of their courses, were reluctant to return home to take over their fathers' businesses which passed into the hands of Lebanese and later, Indians. The Creoles too, have played some part, though today they are not widely found in commerce.

Manufacturing and extractive industry is now almost wholly controlled and managed by Europeans. The process of Africanisation is progressing, though more slowly than in many other countries. This is partly due to the absence of strong political pressures from government and partly to the absence of an industrialised middle class from which to recruit management trainees. Moreover the entire weight of effort in higher education is devoted to training for government service, including teaching, and industry complains of the difficulty of recruiting young men of good calibre for management training. While the government service must for some years retain a measure of priority in the recruitment of educated staff, secondary industry cannot develop adequately to meet the country's economic needs for expansion if it is wholly starved of adequate material to meet its requirements for management trainees.

One industrialist ranked the immediate national priorities for development as follows:

(1) Improvement of communications to the potentially rich interior of the country.

(2) An urgent stepping up of the output of secondary education: the bottleneck consists not so much in lack of buildings as in the acute deficiency in numbers and quality of teachers.

(3) The proper development of agriculture. There are no plantation estates in Sierra Leone and land tenure rights are hazy. Many peasants are leaving the land and moving to the towns in search of more remunerative employment.

(4) At a somewhat lower level of priority, the development of secondary industries to meet the needs of internal consumption.

The small Sierra Leonean businessman is difficult to find. In the middle of the nineteenth century there were numbers of well established Sierra Leonean entrepreneurs in Freetown, but the interior of the country was largely inaccessible. In 1896 the railway line into the interior was opened and local traders began to move up-country accompanied by the first wave of Lebanese. A few years later the tribes inland rose in rebellion and amid much slaughter drove all foreigners, including the traders of Freetown, from their territories and commercial development suffered a severe setback. The ageing Freetown traders fell out of business one by one and, having no sons willing to succeed them in trade, the businesses passed largely to the hands of the Lebanese. Later, Indians came in in large numbers and gradually ousted the Lebanese traders in country districts. Competition from Sierra Leonean traders largely disappeared. Whether or not it can be revived must depend to a large extent on the provision of basic training facilities and on government encouragement. One small area of reviving indigenous enterprise is in road transport (lorries and taxis) which is increasingly becoming the monopoly of indigenous operators. This has been encouraged by strict official control of the issue of licences. There remains a strong national prejudice against industry and commerce as a suitable livelihood for the still small numbers of Sierra Leonean educated youth embarking on a career. Some of the larger companies offering good remuneration, conditions, training and prospects are, however, beginning to break down this prejudice and there are a few examples of Sierra Leoneans who have gained promotion to middle management levels following overseas training.

To sum up, it would seem that industry and commerce have not yet developed sufficiently in Sierra Leone to support a full-scale Management Training/Productivity Centre. There is, however, an immediate need for training facilities, for supervisory levels. One trade union leader complained that most of his time was devoted to resolving industrial disputes caused by the failure of supervisors to observe the most elementary tenets of human relations in industry. The larger concerns are already developing sound supervisory training courses on an in-plant basis but there is a strong case for the provision of such training on a national basis for the many smaller undertakings.

In a few years' time as the output of secondary schools increases and the process of Africanisation of management positions accelerates more training facilities for middle management positions will be required, starting on a modest scale.

10. SENEGAL

Visited: November 1964.

Area: 76,000 square miles.

Population: 3,279,800 African: 56,000 non-African (1963/64 estimate).

Numbers in Employment in Industry: (excluding building and public works) 1963.[1]

Industry	No. of Firms	No. of Employees
Mining	12	1,460
Preserves	7	1,380
Grain and flour	6	714
Drink	8	540
Edible oil	7	2,784
Other food industry	17	518
Tobacco	1	173
Textiles	12	2,090
Clothing	13	599
Boot and shoe	1	589
Timber	3	478
Paper packaging	1	85
Printing	4	63
Chemical	1	905
Petrol	1	200
Non-metal	10	559
Metal work	25	820
Transport equipment	3	456
Water/electricity	4	1,597
Total	136	16,010
Building and public works		12,000 (est. 1963)
Railway		4,174 (est. 1963)

Principal Products and Manufactures

Agriculture:	groundnuts, millet, rice: (groundnuts and their products represent 65 per cent. of the country's exports in value), fish, cattle.
Mining:	phosphates, titanium, aluminium.
Manufacturing:	cement, paint, matches, tobacco, edible oil, soap, beer and mineral waters, preserves, sugar, textiles, sisal products, shoes, packaging.

Among industries scheduled for development in 1964 are tomato processing, perfumes, plastics, reptile tannery and titanium extraction. In 1965 there are development plans for cement, sawmills, milk processing, plastic packaging, sugar refining, milling and building materials. Other projects currently under study include a fish cannery, car assembly, glass bottle works, ammonia plant, electrolysis of sea salt, expanded polysterene, cable works, food and pharmaceutical factories.

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[1] Source: Situation économique du Sénégal, 1963.

Management Training Facilities

For a country of its size there have been a surprising number of courses operated by a number of organisations on an intermittent basis. The principal are the following:

1. A.F.C.A. (Association pour la Formation des Cadres). Short courses in human relations and industrial psychology.
2. A.F.P.E.S. (Association pour le perfectionnement du personnel des enterprises de Sénégal). Seminars on training methods and in-plant training service.
3. F.I.M.T.M. (Fédération des Industries Mécaniques et de transformation de métaux). Two courses a year on order-giving and supervision. Evening courses on instruction methods, human relations and method improvement at foreman level.
4. G.A.O.A. (Groupement des animateurs de formation de l'ouest Africain). Monthly meetings and annual conference for trainers.
5. Amicale des techniciens du commandement. Further training and discussion meetings for former students of F.I.M.T.M. (there are now 110 in Dakar).
6. C.E.G.O.S. (Commission générale d'organisation scientifique, Paris). Circulation of journals and documents, in-plant studies, study courses on management and training.
7. C.O.G.E.R.A.F. (Compagnie générale d'études et de recherches pour l'Afrique). Consultancy service on administrative reorganisation and subsequent training: cost and profit studies.
8. I.L.O. Small-scale industry training: courses for trainers.

All the foregoing training activity, while doubtless valuable, has been on an intermittent basis and there is no management training centre as such.

COMMENT

As yet few Senegalese are to be found in senior and middle management positions in industry and commerce. The employers' association estimated that over 90 per cent. of such positions are still held by expatriates - mostly French. It is difficult to attract good potential management material among well educated Senegalese as they suffer from the common characteristic noted in so many African countries of seeking to gain employment in government service as a first choice. Since increasing numbers of French managers and businessmen are now returning to their home country or moving to other French-speaking African territories a serious problem is developing for industry and commerce. It is still possible to attract young Frenchmen from Europe at a high cost (on average, with allowances, four times the cost of a Senegalese), but most will agree to come for only three or four years. Young Senegalese scholarship holders at higher education level opt for courses in law, medicine and the arts in preference to science and commercial subjects. Of 746 Senegalese at the University of Dakar, 453 are reading law and 112 arts subjects.

Some of the larger companies are actively pursuing a policy of Africanisation of management positions but progress seems slower than in most English-speaking countries. One company recruits management trainees at secondary school level and after up to two years' experience on the job sends them on a course of two-and-a-half months at Aix en Provence University on economic and social problems of management.

Small business is largely in the hands of Lebanese and Moors, the latter to be found mostly as the owners of small stores. A small number of Senegalese are engaged in buying and selling of textiles and general goods. A few Senegalese artisans have set up small workshops, some with the help of loans and advice from the Banque Sénégalaise, but there have been a number of failures through lack of knowledge of business and basic management practice and financial controls. It is doubtful whether the number of Senegalese entrepreneurs in business are yet adequate to support formal training schemes.

The country is moving into a very difficult economic situation. The economy has been hard hit by the French decision to withdraw the 22 per cent. subsidy which it has been paying on groundnut prices to producers - this shock will be somewhat eased by an offer from E.E.C. to make a tapering grant over a few years, but the agreement to withdraw all French troops by June 1965 is likely to induce a further setback in the economy. There has recently been a decline in the proportion of exports to imports to countries outside the West African customs union (from 80 per cent. to 71 per cent. in 1963). A further problem arises from the projected increase of African males of working age (20-59) from 651,000 in 1960 to 813,000 in 1969, assuming a 2.5 per cent. rate of growth per annum. It is estimated that to find employment in industry and commerce for these new arrivals on the labour market would call for new investment at the rate of 15 to 19 milliards C.F.A. per year.

That there will be a growing need for training in management by Senegalese is not in doubt, especially as the withdrawal of expatriate managers accelerates, but until the extreme reluctance of the educated Senegalese to enter industry or commerce can be overcome, the field of candidates for training seems likely to remain too restricted to justify the setting up of a full-scale management training centre. Meanwhile, a modest start may be justified in the area of supervisory training.

11. TANZANIA

Visited: February and August 1964.

Area: 363,600 square miles.

Population: 10.1 million (1963): density of population - mainland 26 per square mile (1960), Zanzibar 32 per square mile (1960).

Numbers in Employment: Distribution of Male African Employment in Manufacturing Industries (1961) Tanganyika[1]

Food, drink and tobacco	5,524
Carpentry, furniture and sawmilling	4,160
Clothing and footwear	519
Motor vehicle and general engineering	2,705
Brick, block and tilemaking	461
Other	1,723
	15,092
Total African employment, all occupations 1963:	340,500

Principal Products and Manufactures

Agriculture:	tea, coffee, cotton, sisal, sugar, meat, hides and skins, fish, tobacco, timber, cloves, cashew nuts, pyrethrum, oilseeds, nuts and kernels.
Mining:	diamonds, gold, meerschaum.
Manufacturing:	tobacco, brewing, furniture and woodwork, automobile servicing, food processing, sugar refining, tea and coffee processing, sisal processing, flour milling.
	Projected: oil refinery, cashew nut processing.

Management Training Facilities

1. **Tanzania Civil Service Training Centre**

This started as a small training unit attached to the Office of the Vice-President and concentrated initially on the training of trainers: three courses of 13 weeks have been completed for ten instructors on each course. Courses of five weeks' duration are being run for middle grade civil servants and accountancy courses of from six to twelve months' duration. The Centre has accommodation for 70 pupils drawn from existing staff and new entrants. Management content includes teaching in supervisory skills and some method study.

2. **Ministry of Communications, Power and Works**

The Ministry runs its own supervisory training course for inspectors and sub-inspectors based on T.W.I. lines. Four to five hundred pupils have passed through the school but it will take more than five years to complete the training of the present staff of over 1,800. A proposal is under consideration to enlarge the school to meet the training needs of leaders of self-help schemes.

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[1] **Source:** Ministry of Labour.

3. Tanzania Business Training Institute

This Institute is currently under construction with German aid and is due to open at the end of 1964. It is designed to train school-leavers at school certificate level (aged 18-20), and some employees already in jobs in industry and commerce in middle management commercial skills. There is an acute shortage of men qualified to hold middle management posts in commerce and industry and the Institute plans to take 120 students on a two-year course: they will also run short part-time courses in commercial subjects.

4. In-Company Training Schemes

A number of the larger concerns in industry, commerce, mines and plantations run internal management training schemes from supervisory level upwards. Several send promising trainees for further specialised instruction abroad.

COMMENT

Of the three countries of East Africa, Tanzania, Kenya and Uganda, Tanzania is the least developed in secondary industries. These are, however, increasing in size and number, but their growth is seriously retarded by the shortage of trained management staff of adequate basic educational standard. The majority of commercial as opposed to industrial development is in the hands of the Asian community and, although the Government is committed to a long-term policy of localisation of management positions, it is well aware that it cannot dispense with expatriate co-operation in national development for many years to come.

As in most developing countries the most serious impediment to rapid economic growth is the acute shortage of trained manpower at senior and middle level for the public service and the private sector. Even the relatively modest economic and social development currently planned will require more than 2,500 additional executive, professional and technical workers and more than 1,250 additional highly skilled craftsmen.[1]

Replacements to allow for mortality, retirement and localisation calls for an additional 4,300 workers over five years. Thus over 8,000 highly trained professional, technical, executive and craft workers must be produced. This represents an addition of 86 per cent. to the total of 9,300 workers now employed in these categories in the establishments surveyed in the Tobias Report.

Turning to the supply of human material emerging from the educational system to meet these needs Tobias estimates that over the five years 1962-67, of the 94,000 pupils completing Standard VIII, only 25,000 will enter Standard IX. Only some 8,000 of these are likely to pass examinations at Standard XII and fewer than 1,000 are expected to pass examinations at Standard XIV. Only 1,150 Tanganyikans are likely to achieve university degrees in the five years, while another 1,000 may complete shorter diploma and certificate courses designed to improve their technical ability.

Upgrading of the lower levels of workers is no easy task. In 1957 only 23 per cent. of men and 7 1/2 per cent. of women over 15 years of age had attended school and only about 4 1/2 per cent. of the population are wage earners. Fewer than 0.1 per cent. of Tanganyikan people occupy the highly educated, trained or skilled positions. Due to inadequate nutrition, medical care and housing, life expectation at birth is only 35 to 40 years.

The availability of university education to Tanzanians is of fairly recent development. It is said that there is only one Tanzanian over the age of 42 with a university degree - his name is Julius K. Nyerere.

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[1] George Tobias: Report on High-Level Manpower Requirements and Resources in Tanganyika 1962-67, Government Paper No. 2 of 1963.

The following table summarises future high-level manpower requirements by occupation, based on current employment, net additions and replacements leading to gross requirements.

Occupation Group, Administrative and Professional	Gross Additions	Per Cent. of Present Employment
Engineers	391	100
Scientists	896	114
Medical	1,252	113
Teachers	1,387	109
Other professions	493	96
Administrative	1,187	75
Crafts		
Mining	20	86
Transport and Communications	151	86
Textiles	9	20
Metal working	1,308	76
Electrical	373	77
Construction	494	42
Food and Chemical	13	44
Miscellaneous	80	80
Total	8,054	86

Possible Solutions

The Tobias Report stresses the urgent need for the development of secondary education with a higher technical content for more students, as fast as teachers and facilities become available. It calls for the development of a sound apprenticeship programme and calls for improved foreman and middle management training and for the establishment of a Management Training Institute. The Government has already responded to this recommendation by making provision for the establishment of a Productivity/Management Training Centre in its new Five-Year Plan and by submitting a request to the Special Fund of the United Nations for assistance in setting up the Centre with the aid of I.L.O. experts.

Needs to be met referred to frequently in discussions included instruction designed to equip junior and middle management levels with a better knowledge and usage of the official language, English, and with the economic facts of life of the country. There is need too for instruction of small entrepreneurs in setting up businesses and in the conduct of their financial and management affairs.

12. UGANDA

Visited: February 1964.

Area: 93,981 square miles.

Population: 7,200,000 (1963): density of population - 84 per square mile (1959).

Numbers in Employment (1962):

Private industry	126,100	
Public service	90,600	
Peasant agricultural workers	85,000	(estimated)
Domestic service	20,000	
Total	321,700	

Principal Products and Manufactures

Agriculture: coffee, cotton, sugar, tea, hides and skins and meat, timber, oilseeds, nuts and kernels.

Mining: copper, gold, tin.

Manufacturing: cement, bricks and tiles, soaps, textiles, metal products, printing, sawmilling, cotton ginning, brewery, steelrolling, fertilisers.

Projected: paper bags, matches, farm machinery, hand tools, oil extraction, sacking, clothing, plastics, bicycle assembly, meat canning, soluble coffee, distilling.

Source: Ministry of Community Development and Labour.

Management Training Facilities

1. The Kampala Technical Institute

In addition to courses in the usual technical subjects the Institute offers courses in business administration.

2. The Ministry of Commerce and Industry

The Ministry has set up an African Trade Development programme where facilities including training are offered to Africans.

3. Co-operative Training College

The College offers three types of courses:

(a) for 60 school-leavers per annum at school certificate level a one-year course in co-operation, book-keeping, storekeeping, etc.;

(b) a two-year diploma course for men with two to five years' experience in the movement which includes some management subjects. The course is continuous on a sandwich basis;

(c) short courses of from two weeks to three months on specialised subjects including some management.

A number of the larger companies and plantations run in-company supervisory and management training schemes.

COMMENT

Uganda is primarily an agricultural country. Two-thirds of its gross domestic product is derived from farming and over 90 per cent. of all exports are produced from the land. Since the Second World War, however, there has been a substantial increase in industrial development which has exceeded that of Tanzania. Further expansion into new industries is at an advanced planning stage. The Government is aiming to diversify the country's economy in order to eliminate its dependence on the vagaries of international prices for its primary products.

The Government is anxious to see private enterprise make a full contribution to the economic development of the country and offers attractive inducements for new investment. The Uganda Development Corporation is its agency for developing industry and plantations and sponsors projects undertaken for the most part in partnership with private enterprises.

As in so many other African countries there is a serious shortage of professional and technical manpower of good educational standard to meet the needs of public administration, industry, commerce and agriculture. Great efforts are being made to increase the number of schools and to raise the educational level. In 1960 fewer than 4,700 (0.7 per cent. of the 14-18 age group) received higher secondary education: by 1965-66 it is hoped to raise this figure to 10,000. In 1960-61 there were 424 Ugandans at the University College of East Africa (Makerere) and the Royal Technical College in Nairobi, while 960 were studying at higher level overseas. These numbers fall far short of the country's needs and it will be some years before the increasing output of secondary schools and establishments of higher education can meet the needs.

The Government seeks the achievement as soon as possible of a situation in which the great majority of administrative, professional, higher technical and executive posts in the public and private sectors at present held by expatriates will be occupied by Ugandans. While priority will be given in this process to the public services every encouragement is being given to private organisations to train Ugandans to assume more responsible positions in their concerns. Similar encouragement is being given through a subsidiary of the Uganda Development Corporation to Ugandans to set up in small industry and commerce.

All this has led to a realisation of the urgent need to improve and extend facilities for the training and development of managers and to this end the Government has recently made application to the Special Fund of the United Nations for assistance in setting up a Uganda Productivity Centre with expert aid from the I.L.O., and under the guidance of the Ministry of Trade and Commerce. The Centre will aim at assisting the new and practising manager, entrepreneur, functional specialist, technician and supervisor in the development of their skills and the solution of problems in their own businesses. It will provide consulting services to undertakings, training courses for managers, entrepreneurs, supervisors, and specialised staff and will supply technical documentation and information to enterprises and individuals.

13. ZAMBIA

Visited: August-September 1964.

Area: 288,130 square miles.

Population: African 3,457,000, European 72,000, Others 11,000. Total 3,540,000 (estimate December 1963): density of population - 8 per square mile (1960).

Numbers in Employment in Industry and Services[1]

Groups	September 1961 African	September 1961 Non-African	September 1961 Total	September 1963 African	September 1963 Non-African	September 1963 Total
Agriculture, forestry and fishing	36,400	650	37,050	32,600	700	33,300
Mining and quarrying	42,900	8,250	51,150	40,800	8,240	49,040
Manufacturing	17,500	2,130	19,630	16,600	2,540	19,140
Construction	29,300	2,440	31,740	24,700	1,900	26,600
Electricity, water	2,500	290	2,790	2,000	300	2,300
Commerce and finance	15,300	6,600	21,900	14,100	6,200	20,300
Transport and communications	10,400	3,010	13,410	8,000	2,940	10,940
Domestic service	36,000	100	36,100	36,000	100	36,100
Other services	46,500	8,760	55,260	48,300	9,110	57,410
	236,800	32,230	269,030	223,100	32,030	255,130

It will be seen that while total employment fell from 269,030 in 1961 to 255,130 in 1963 the non-African employment remained almost static while African employment fell from 236,000 to 223,000. In manufacturing industry non-African employment rose while African employment fell.

The number of factories operating at the end of 1963 was 996, an increase of 129 over 1962, although 49 factories closed down.

Principal Products and Manufactures

Agriculture:	cassava, maize, millets, tobacco, groundnuts, cotton, potatoes, meat.
Mining:	copper, lead, zinc, cobalt, manganese, limestone.
Manufactures:	electrolytic refining, mining machinery, steel pipes, refined sugar, beer, blankets, clothing, paints, rubber, cement, shoes, car assembly.

Management Training Facilities

1. Ministry of Labour and Mines

Since 1953 the Ministry has run study courses in industrial relation for management and trade unions. There are two courses annually, each with capacity for 40 students.

2. Government Staff Training College

Some subjects with management content are included in the syllabus of the College which trains civil servants only.

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[1] Source: Annual Report of the Department of Labour for 1963.

3. The Rhodesian Institute of Management

Up to the dissolution of the Federation in December 1963 the Institute had active branches in Southern Rhodesia, Northern Rhodesia (Zambia), and Nyasaland (Malawi). Membership included 400 individuals and 100 company subscribers and an annual income, including a modest government grant from Southern Rhodesia, of £11,650. Since the dissolution of the Federation the Zambia and Malawi branches have broken away, the latter is for the time being wholly inactive. Steps are now being taken to reform the Zambian Institute of Management with, it is hoped, some assistance from government. In Southern Rhodesia attempts are being made to operate the Rhodesian Institute of Management on a severely reduced budget. Up to December 1963 the Institute had run regular technical meetings, conferences and short courses on management subjects which appear to have been well supported. The new Zambian Institute hopes to continue these activities on a reduced scale.

4. The Institute of Industrial Supervisors

This Institute, whose headquarters are in Birmingham, England, opened its first overseas branch in Ndola in 1963 with 12 members. The Lusaka branch was opened in 1964 and now has 55 members with a further 20 provisional applications. The Institute holds regular monthly meetings for lectures, discussion groups and technical film shows. It hopes one day to develop short week-end study courses on the lines of those of its parent organisation in the United Kingdom.

The country's first university is planned to open in March 1966. It was not possible yet to ascertain whether any management courses will be offered. The Rhodes-Livingstone Institute at Lusaka which will be integrated into the new university has carried out a number of interesting research projects of management interest in the industrial relations field, including labour turnover, absenteeism and the background to industrial disputes. This may ultimately lead to courses in industrial relations.

On the Copper Belt the two large mining companies, Anglo-American Corporation and Rhodesian Selection Trust, are developing internal management training courses on an important scale: a few of the other larger companies in the country also have in-plant training schemes. In the local government field the Municipality of Kitwe on the Copper Belt is experiencing difficulty in replacing expatriate staff who are leaving. They have appointed a training officer and in view of the shortage of youths educated to G.C.E. level, are having to start training at a very basic level. After an induction course trainees enter a departmental pupilage with block release for attendance at the College of Further Education or, after 1966, the university. The best of these trainees will attain management rank.

COMMENT

Perhaps the most basic management training problem of Zambia is the acute shortage of potential trainee material educated beyond primary level. In mid-1964, there were in fact only 948 African holders of G.C.E. in the country. Professor Heron in his survey of manpower needs estimates that in 1965 the country will need some 4,000 people in the administrative and professional categories and about 15,000 people in the middle ranks of government, industry and commerce. To meet these needs, by 1 January 1965, there will be available about 100 African graduates, about 1,500 with school certificate and about 6,000 who have attained Form II level. Allowing for continuing education of many at the Form II level, there will be available for appointment only some 6,000 at Form II and above against the 19,000 needed, leaving a short fall of 13,000. The long-term solutions recommended by Professor Heron, such as accelerated teacher training, can yield no appreciable results before 1970.

In the face of strong civil service competition for the small supply of secondary school-leavers industry and commerce are unlikely to fill their needs for trainees. It seems probable, therefore, that the process of localisation of management positions cannot proceed quickly. This appears to be recognised by government. In an address to the Zambian Institute of Management, the President (then President designate), Dr. Kaunda referred to the "razor's edge" he was having to tread in maintaining a balance between the claims for rapid localisation of management positions and the maintenance of full industrial efficiency by the continued employment for some time of expatriate managers and technicians.

In the days of the Federation of the Rhodesias and Nyasaland planning influences concentrated the bulk of secondary industries in Southern Rhodesia, especially in the Bulowayo and Salisbury areas, and relatively little was done to stimulate the location and development of secondary industry in what is now Zambia. In September 1963 less than 20,000 people were employed in manufacturing industry, about 7.5 per cent. of employed persons. Almost twice as many were employed in domestic service. Apart then from the large copper mining and processing industry on which much of the country's economy depends, industry has not yet developed greatly and it is doubtful whether investment could be found to duplicate in Zambia the manufacturing resources of Rhodesia which were originally developed to serve the needs of all three countries in the Federation. Current government policy is strongly to encourage the development of small rural industries at village level and to stimulate agriculture.

Commerce is largely in the hands of expatriates of European origin with some Asians, particularly in small retail outlets. A very few Africans have opened shops in the towns, but there is almost no African-owned industry except agriculture, fishing, saw milling and charcoal burning. At present the African entrepreneur is still a rarity since his knowledge and available capital are very limited.

In its Annual Report for 1963 the Northern Rhodesian Development Corporation makes reference to its contribution to raising management standards: "Large and medium sized firms often have the benefit of technical and management assistance from an experienced parent organisation. The small business, which accounts for the majority of industrial firms in this country has at present no ready source of technical or management assistance, nor is it geared to employ the relatively costly services of established firms of consultants. Thus, the Corporation is acutely conscious of the need to promote better standards and techniques of management in the territory and will continue its endeavours to provide practical assistance in this field under appropriate conditions. For the same reason we have used our influence to bring about the consolidation of small firms engaged in the same business when it appeared to us that such firms could work more rationally and profitably in combination."

The most urgent need for management training in Zambia would therefore appear to lie among the owners and managers of small concerns employing up to 25 or 50 people and this at a very practical level. There is also a need for better and wider supervisory training in concerns of all sizes.

APPENDIX I

CAMEROON

(Principal Persons seen during Mission)

Mr. Collins, United Nations Resident Representative.

Ministry of Labour

H.E. H.R. Vanga Nado, Minister of Labour and Social Affairs.

Mr. P.E. Kanga, Director of Labour.

Mr. D. Jamba, Assistant Secretary.

Mr. J. Courmillière, Chief of General Service Studies.

Mr. M. Dackam, Inspector of Labour.

Mr. Dinalobe, Director, Office du Plan.

Mr. Assoumu, Director, Ministry of National Economy.

Mr. Ozanou, Inspector of Technical Education, Ministry of Education.

Representatives of 12 industries, Groupement des Industries du Cameroun.

Mr. Le Guil, Secretary-General, Chamber of Agriculture.

The General Managers of the Following Firms

Bata Shoe Company.

Maison de Cycles.

Les Brasseries du Cameroun.

Alubassa (manufacturer of kitchenware).

Tabac Bastos.

Director, I.L.O. Vocational Training Centre.

APPENDIX II

CONGO (LEOPOLDVILLE)

(Principal Persons seen during Mission)

Mr. Nguvulu, Minister of Labour.

Mr. A. Lawrence, United Nations Counsellor, Ministry of Planning.

Mr. Sami Mukoko, Secretary-General)
) Ministry of Social Affairs.
Mr. Lechat, Technical Counsellor)

Mr. Makerubo)
) Ministry of Public Works.
Mr. Navez, Technical Counsellor)

Mr. Carlos, Director, Recruitment and Training.

Mr. Gailleur, Technical Counsellor, Ministry of Public Affairs.

Mr. J. Alexander, Chairman)
) Groupe Unilever, Congo.
Mr. Audenaende, Personnel Adviser)

Mr. Corbain, Personnel Manager, MARSAUCO (Unilever).

Professor Vuereings, Scientific Director, Centre de Perfectionnement et de Gestion des Affaires.

Mr. Kusangata, President) Association des Classes
) Moyennes Africaines et des
Mr. Bikebi, First National Secretary) Travailleurs Indépendants
and Member of the Council) (A.C.M.A.F.).

Mr. Jouckeere, Director, Fédération des Entreprises Congolaises.

Mr. René Charles, Director) Association des Cádres et Dirigeants
) Chretiens des Entreprises Congolaises
Messrs. Bestaiensen and) (C.A.D.I.C.E.C.).
G. de Pooter, Tutors)

APPENDIX III

ETHIOPIA

(Principal Persons seen during Mission)

Mr. Prins, United Nations Deputy Resident Representative.

Mr. Sylla, Secretary, Economic Commission for Africa.

H.E. Getahore Dessema, Minister)
Ato Tesfa Bushen, Assistant Minister) Ministry of Community Development.
Ato Yemane, Industrial Relations Officer)

Mr. M. Amede, Director-General, Labour Relations.

Mr. A. Jones, I.L.O. Adviser.

Haile Giorgio, General Manager, Imperial Highways Authority.

Ato Worku Habte Wold, Minister to the Government Planning Board.

Dr. W. Fisher, Training Adviser, the Imperial Ethiopian Institute of Public Administration.

Mr. Magnat, Adviser, the Imperial Ethiopian Institute of Public Administration.

Mr. Corten, Acting Dean, College of Business Administration, Haile Selassie I University.

Mr. Reed, Acting General Manager, Shell and B.P.

Ato Alamrew Woldermariam, Personnel Manager, Shell and B.P.

Mr. A. Goedhart, Managing Director, H.V.A. Ethiopia Ltd., (Sugar Estates and Factories).

Mr. Cramer, Marketing Director)
Mr. Bokma, Chief Personnel Officer) H.V.A. Ethiopia Ltd.

Mr. Weatherall, Managing Director, Mitchell Cotts (Ethiopia).

Mr. G. Oda, Director, Ethiopian Tyre Economy Plant.

APPENDIX IV

GHANA

(Principal Persons seen during Mission)

Mr. Campbell, United Nations Resident Representative.

Mr. Djang, Secretary, Manpower Division, Planning Commission.

Mr. S. Johns, Manpower Division.

Mr. Hutchful, Head of Apprenticeship and Trade Certification, Ministry of Education.

Mr. Hughes, Director of Training, Establishment Secretariat.

Mr. Hoyle, Head of Staff, Inspection Unit.

Mr. Annam, Deputy Labour Commissioner, Ministry of Labour.

Mr. Bentil, Director, Organisation and Methods Division.

Mr. Phillips, Secretary)
Mr. Nelson, Joint Secretary) State Enterprises Secretariat.
Mr. Essuman, Training Officer)

Mr. Mamphey, Director, Ghana Institute of Public Administration.

Mr. Lumsden, Chief Inspector, Institute of Technical Supervision.

Mr. M. George, Director, National Productivity Centre.

Mr. Partridge, Director, Ghanaian Employers' Association.

Mr. More, Member of Council.

Mr. Ampah, National Secretary, Trade Union Congress.

Mr. Boatang, Secretary and Treasurer, Ghana Association for Advancement of Management.

APPENDIX V

IVORY COAST

(Principal Persons seen during Mission)

Mr. Leger, United Nations Resident Representative.

Mr. Bonnevie, Assistant United Nations Resident Representative.

Ministère du Travail et des Affaires Sociales

Mr. Goroe, Directeur de Cabinet.

Mr. Kadjo, Chef de Cabinet.

Mr. Koffi, Directeur du Travail.

Ministère de l'Education Nationale U.N.E.S.C.O.

Mr. Mallet, Directeur de l'Enseignement Technique.

Mr. Mansour, Chef de Mission.

Mr. Rossignol, Membre de Mission.

Mr. Tixier, Directeur de l'Institut de Perfectionnement des Cadres Supérieurs de l'Administration des Entreprises, University of Abidjan.

Centre de Formation et de Perfectionnement du Personnel d'Encadrement

Mr. Bellan, Directeur.

Mr. Gille, Animateur.

Chambre d'Agriculture et d'Industrie

Mr. Berger, Conseiller.

Chambre de Commerce

Mr. Massieye, President.

Mr. Raynaud, Secretary.

Mr. Benoid, Director of Training.

Mr. Meyne, Directeur)
) Ecole Nationale d'Administration.
Mr. Peltier, U.N. Adviser)

Mr. Frion, Syndicat des Industriels de Côte d'Ivoire.

Mr. Nègue, Syndicat des Transitaires.

Mr. Desneufboures, Syndicat des Entreprises de Manutention.

Mr. Prévost, Association Professionelle des Banques.

Mr. Fahys, Fédération Agricole et Forestière.

Mr. Monique, Société Ivoirienne de Distribution Economique.

Mr. Audurand, Directeur, Chaîne Avion.

APPENDIX VI

MALAWI

(Principal Persons seen during Mission)

Miss Price, United Nations Acting Resident Representative.

Mr. McColman, Secretary of Labour.

Mr. Paget, Secretary)
) Ministry of Trade and Industry.
Mr. Bayless, Assistant Secretary)

Mr. Wareham, Acting Permanent Secretary, Ministry of Education.

Mr. Baker, Acting Principal, Institute of Public Administration.

Mr. Nelms, Secretary, Nyasaland Employers' Consultative Association.

Mr. Katengeza, Assistant General Manager, Farmers' Marketing Board.

Mr. Fromings, Departmental Manager, Farmers' Marketing Board.

Mr. Rhodes, Manager, Imperial Tobacco Co. Ltd.

Mr. Pevenelle, Acting Manager, British American Tobacco Co. Ltd.

Mr. Saunders, Managing Director, Ntownde Tobacco Co. Ltd.,

Mr. Mayne, Manager, Commonwealth Development Corporation.

Mr. Price, Managing Director, Lever Bros. (Malawi) Ltd.

Mr. Hossack, Technical Director, Lever Bros. (Malawi) Ltd.

Mr. Forder, Manager, Shell (Nyasaland) Ltd.

Mr. Dougall, General Manager)
) Nyasaland Railways Ltd.
Mr. Dunn, Personnel Officer)

Mr. da Sousa, Managing Director, Martins and Noronha Ltd.

Mr. McGregor, General Manager, Mandalay Motors Ltd.

Mr. Arnot, General Manager, Electricity Supply Commission.

Mr. Hill, General Manager, Nyasaland Transport Ltd.

Mr. Howard, Managing Director, Bookers (Malawi) Ltd.

Mr. Hendersen, General Manager, Nyasaland Portland Cement Co. Ltd.

Mr. Schwarz)
) Joint Managing Directors, Nyasaland Tea Estates.
Mr. Barrow)

Mr. Hill, General Manager, Ruo Estates Ltd. (Tea).

APPENDIX VII

NIGER

(Principal Persons seen during Mission)

H.E. Diori Hamani, President of the Republic.

Mr. Maitourare Gadjo, Director of Cabinet.

Mr. Abdou Gach, Chief of Cabinet and President of the Nigerian Builders' Co-operative.

H.E. Boubouhama, President of the National Assembly.

H.E. Diallo Boubacar, Minister of Labour.

Mr. Bodeiri, Director, Ministry of Labour.

Mr. Froment, Director of Labour.

Mr. Martin, Acting Commissioner, Planning Commission.

Mr. Labo Amalfi, Chief of Cabinet, Ministry of Rural Economy and Association of Credit and Co-operation in Niger.

Mr. Mayaki, Director, Ministry of Rural Economy.

Mr. Coyaud Claude, Director, Agricultural Service.

Mr. Levasseur, Director, Rural Engineering Service.

Mr. Joly, Technical Adviser, Co-operation Service.

Mr. Guignoux, Technical Adviser, U.N.C.C.

Mr. Mariko Kalatigui, Director, Co-operation Service and Director of the Niger Association of Credit and Co-operation (U.N.C.C.).

Mr. Poisson, Director, Ministry of Finance, Industry and Commerce.

Mr. Baron, Director, U.S. AID Mission.

Mr. Lefillatre, Acting Chief, French Technical Co-operation Mission.

Mr. Hamtgen, U.N. Expert and T.A.B. Correspondent.

Mr. Rossiter, F.A.O. Expert.

APPENDIX VIII

NIGERIA

(Principal Persons seen during Mission)

1. Lagos

Mr. Caustin, United Nations Resident Representative.

Mr. Tokumboh, First Secretary	Federal Ministry of Labour.
Mr. Okogwu, Senior Labour Officer	
Mr. Ogbemi, Personnel Management Advisory Service	
Mr. Gailer, Adviser on Technical Education	Federal Ministry of Education
Mr. Williams, Assistant Adviser	

Mr. Akande, Senior Assistant Secretary, Federal Ministry of Economic Development.

Mr. Ahimie, First Secretary, National Manpower Board.

Professor Schaffer, Sub-Dean	University of Lagos.
Professor Krusa, Faculty of Business and Social Studies	

Mr. Shaughnessy, Assistant Resident Representative, Ford Foundation.

Dr. Schmidt, Director	I.L.O. Vocational Training Project, Yoba.
Mr. Churchward	
Mr. Dawson, Director	Management and Supervisory Training Centre.
Mr. Olaglemi, Lecturer	
Mr. Bevan, Vice-Chairman	Nigerian Institute of Management.
Mr. Malins, British Institute of Management	
Mr. Olabemi, Secretary	
Mr. Lewis, Secretary	National Employers' Consultative Association.
Mr. Borie, Secretary Designate	
Mr. McEwen, General Manager	Nigerian Ports Authority.
Mr. Kehinde, Secretary	

Commander Abbott, Chief Engineering Adviser, Nigerian Navy.

Mr. Davies, Chairman	United Africa Company.
Mr. Mendel, Personnel Adviser	

Mr. Fleming, Chairman, Shell B.P. Ltd.

Mr. Harper, Managing Director, Arthur Guiness, Son and Co. Ltd.

2. Northern Region

The Hon. Alhaji Isa Katsina, Wasin Katsina, Minister of Education.

Mr. Hodges, Acting Senior Inspector, Ministry of Education.

Mr. Tanner, Assistant Permanent Secretary, Ministry of Trade and Industry.

Mr. Koko, Fourth Secretary, Ministry of Economic Development.

Mr. Collis-Squires, Senior Assistant Training Secretary, Ministry of Establishments and Training.

Dr. da Costa, Statistical Officer, Ministry of Planning and Development.

Dr. Reas, Ford Foundation.

Mr. Meme, Director, I.L.O. Vocational Training Centre, Kaduna.

Mr. Smith, Principal, Kaduna Commercial Training Centre.

Mr. Mayo Smith, Senior Lecturer, Kaduna Commercial Training Centre.

Mr. Gibbs, Director of Operations, Northern Nigerian Development Corporation.

Mr. Miles, Financial Controller, Kaduna Textiles Ltd.

3. Western Region

Chief Dina, Head of Department, Economic Department, Prime Minister's Office.

Chief Ibamas, Permanent Secretary, Ministry of Trade and Industry.

Mr. Taylor, Chief Industrial Officer.

Mr. Aribisala, Permanent Secretary, Ministry of Agriculture and Natural Resources.

Mr. Shoga, Under-Secretary, Ministry of Agriculture and Natural Resources.

Mr. Tella, Principal, School of Agriculture.

Mr. Bangbose, Senior Economist, Ministry of Economic Planning and Community Development.

Mr. Akiniyi, Investigation Officer, Ministry of Economic Planning and Community Development.

Mr. Abedji, Acting Under-Secretary.

Mr. Tagbulu, Acting Assistant Chief Inspector, Ministry of Education.

Mr. Asobia, Secretary, Establishments and Organisation Development.

Mr. Oriola, Training Officer, Civil Service Training School.

Chief Laditan, Registrar of Co-operative Societies.

Mr. Odubanjo, Principal, Co-operative Training College.

Mr. Belmond, Deputy Registrar.

Mr. Ogunsheye, Director of Studies, Extra Mural Department, Ibadan University.

Mr. Price, Dean of Faculty of Economics and Social Studies.

Mr. Marshall, Deputy Director, Institute of Administration, Ife University.

Mr. Akinkugbe, President, Ibadan Chamber of Commerce.

Mr. Oloko, Secretary, West Nigerian Development Corporation.

Mr. Jellings, Personnel Adviser Mr. Balogun, Training Officer	Nigerian Tobacco Co. Ltd.

APPENDIX IX

SENEGAL

(Principal Persons seen during Mission)

Mr. Bourgeois, Acting Resident Representative, United Nations.

Mr. Diouf, Directeur du Travail, Ministère du Travail.

Mr. Sagua, Directeur de Cabinet, Ministère de l'Enseignement Technique et de la Formation des Cadres.

Mr. Pinon, Vice President, Union Intersyndicale d'Entreprises et d'Industries de l'Ouest Africain.

Mr. Magnin, President, Syndicat des Commerçants Importateurs et Exportateurs de la République du Sénégal.

Mr. Magnin, Directeur Général, N.O.S.O.C.O. (Unilever).

Mr. Gallanca, President, Chambre de Commerce.

Mr. Vallet, Chief of Project on Urban Vocational Training, International Labour Office.

APPENDIX X

SIERRA LEONE

(Principal Persons seen during Mission)

The Hon. A.J. Demby, Minister	Ministry of Lands, Mines and Labour.
Mr. Forster, Permanent Secretary	
Mr. Davies, Commissioner of Labour	
Mr. King, Deputy Commissioner of Labour	
Mr. Bangoura,	Ministry of Development.
Mr. A. Rivkin, Economic Adviser	
Mr. Young, Principal, Civil Service Training College, Professor of Economics, University College of Fourah Bay.	
Mr. Blake, Chairman	Sierra Leone Employers' Federation.
Mr. Skipper, Joint Secretary	
Mr. Georg Stone, General Secretary	Sierra Leone Federation of Labour.
Mr. Marcus Grant, General Secretary	
Mr. Wurie, Sierra Leone Development Company.	
Mr. Muir, General Manager	Sierra Leone Development Company.
Mr. Shepherd, Acting General Manager	
Mr. Wainwright, Secretary	
Mr. Morten, Resident Director	Sierra Leone Selection Trust.
Mr. Cummings, Group Training Officer	
Mr. McCartenay, Chairman and President, United Africa Company, Sierra Leone Chamber of Commerce.	
Mr. Solomn, General Manager, Kingsway Stores.	
Mr. Bartlett, General Manager	Aureol Tobacco Co. Ltd.
Mr. Blake, Personnel Manager	
Mr. Osborne, General Manager	Sierra Leone Brewery.
Mr. Coker, Personnel Officer	
Mr. Campbell, General Manager, Wellington Distillery Co. Ltd.	

APPENDIX XI

TANZANIA

(Principal Persons seen during Mission)

Mr. Adu, Resident Representative)
Mr. Miller, Deputy Resident Representative) U.N.T.A.B.

Mr. H. Hirst, Permanent Secretary, Ministry of Labour.

Mr. Maggidi, Permanent Secretary)
Mr. Biguall, Engineer in Chief) Ministry of Communications, Power and Works.
Mr. Briant, Engineer I/C Training)

Mr. Maxwalli, Co-ordinator of U.N. Projects)
Mr. Fraser Smith, Commissioner for Village Development) Vice-President's Office.

Mr. Minto, Deputy Permanent Secretary, Ministry of Industry and Commerce.

Mr. Karmiloff, Economist, Ministry of Development Planning.

Mr. Kassambala, Minister, Ministry for Co-operative and Community Development.

Mr. Msuya, Commissioner for Community Development, Ministry for Co-operative and Community Development.

Mr. Bruce, Lecturer, Tanganyika Civil Service Training Centre.

Mr. Struiger, Chairman)
Mr. Martin Lewis, Executive Director)
Mr. Leechman))
Mr. Welsh)) Federation of Tanganyika Employers.
Mr. Kifile) Members)
Mr. Costetloe))

Mr. Claude, President, Tanganyika Association of Chambers of Commerce.

Mr. Gilmour, Industrial Relations Officer, East Africa Tobacco Company.

Mr. du Toit, Assistant General Manager, Williamson's Diamond Mine.

Col. Weston, Managing Director, Northern Province Roadways.

Mr. Clough, Chairman, Meerschaum Pipe Corporation.

Mr. Thanki, General Manager, Kilimanjaro Brewery.

Mr. Beavis, Director, Riddoch Motors Ltd.

Mr. Plessing, General Manager, Tanganyika Plantation Co. Ltd. (Sugar).

APPENDIX XII

UGANDA

(Principal Persons seen during Mission)

Mr. Richardot, Resident Representative, U.N.T.A.B.

Mr. Byers, Labour Commissioner)
) Ministry of Community Development and Labour.
Mr. Kusambiza, Assistant Labour Commissioner)

Mr. Kalule-Settala, Minister)
) Ministry of Industry and Communications.
Mr. Makumbi, Permanent Secretary)

Mr. Hines, Commissioner for Co-operative Development, Ministry of Agriculture and Co-operatives.

Mr. Nakabale, Assistant Secretary, Financial Planning and External Aid Branch.

Mr. Hett, Economist, Economic Planning Division.

Mr. Kyobe, Chief Engineer, Ministry of Works.

Mr. Nekyou, Minister, Ministry of Information, Broadcasting and Tourism.

Mr. Blomstrong, Assistant Secretary, Ministry of Commerce.

Mr. Jones, Development Commissioner, Uganda Development Corporation.

Mr. Reynolds, Chairman of Council)
)
Mr. Walker, Executive Officer and) Federation of Uganda Employers.
)
Several members)

Mr. Hyde-Clark, Director, Overseas Employers' Federation.

Dr. Bananejee, Personnel Manager, Uganda Sugar Company.

APPENDIX XIII

ZAMBIA

(Principal Persons seen during Mission)

Mr. Symonds, Acting Director, U.N.T.A.B.	
Mr. Doubleday, Acting Deputy Secretary	Ministry of Labour and Mines.
Mr. Murphy, Senior Labour Officer and Training Officer	
Professor Goundrey, Financial Adviser, Ministry of Finance.	
Mr. Canning-Cook, General Manager, N. Rhodesian Chamber of Mines.	
Mr. M.W. Stephenson, General Manager, Rhokana Corporation	Anglo-American Corporation.
Mr. Etheridge, Head Officer, Personnel Consultant	
Mr. D. Phin, Personal Assistant	
Mr. H. Ellison, Group Public Relations Officer	
Mr. P. Leudrum, Personnel Manager	
Mr. M. Hunter, Industrial Relations Adviser	
Mr. G. Hindle, Group Education and Training Adviser	
Mr. Morgan, General Manager	Rhodesian Selection Trust (Roan Antelope).
Mr. Menzies, Personnel Manager	
Mr. Davies, Assistant Personnel Manager	
Mr. Allchin, Projects Manager, Northern Rhodesian Development Corp. Ltd.	
Mr. Nichols, Manager	Northern Brewery Co. Ltd.
Mr. Pons, Personnel Consultant	
Mr. A. McMillan, Organising Secretary, Northern Rhodesia Mineworkers' Society.	
Mr. Udell, Director, and other officers, Rhodesian Institute of Management.	
Mr. Berry, President, Kitwe Chamber of Commerce and Industry.	
Councillor J. Mubanga, Mayor	Municipality of Kitwe.
Mr. Nixon, Town Clerk	
Mr. Wood, Research Secretary, Rhodes-Livingstone Institute.	

OTHER ISSUES IN THE MANAGEMENT DEVELOPMENT SERIES

No. 1	Conclusions and Papers of the Technical Meeting on Productivity and Employment in Public Works in African Countries (Lagos, 10-21 December 1963).
No. 2	Conclusions and Papers of the Regional Seminar on Marketing, Employment and Management Problems of Industrialisation in the Countries of the Near and Middle East and North Africa (Baghdad, 13 September - 3 October 1964).
No. 3	The Effectiveness of I.L.O. Management Development and Productivity Projects (Geneva, 23 November - 5 December 1965).

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